

The Official U.S. Army Magazine

January 2006
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Soldiers

ALMANAC



2006

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January 2006, Volume 61, No. 1

Soldiers **The Official** **U.S. Army Magazine**

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Soldiers

Recipient of Awards of Magazine Excellence



Thomas Jefferson Awards Outstanding Flagship Publication



Silver and Bronze Anvil Awards



NAGC Blue Pencil Competition



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Front cover

PFC Crystal Jiminez of Company B, 490th Civil Affairs Battalion, talks to a little boy near Haswah, Iraq.

— Photo by LCpl. Michael J. O'Brien, USMC



A MESSAGE FROM THE ARMY LEADERSHIP

This is an exciting time to be a Soldier! Decisively engaged in a war on terror that has lasted for more than four years, we are simultaneously reshaping the force to be an Army of campaign quality with joint and expeditionary capabilities — transforming to win the war today, while preparing the Army for future challenges.

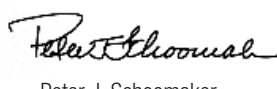
Towards this end, we are rapidly configuring our active and reserve components into modular formations while developing the Future Combat Systems to ensure dominance of any adversary that we will face in the 21st century. Our reserve-component forces now serve as an operational reserve, vice the strategic reserve paradigm of the Cold War. At the same time, we are adjusting our global basing posture to ensure that the Army is positioned to shape and respond to the inevitable challenges of a complex, uncertain future.


This long war has also provided the opportunity to accelerate change across the entire force, not just the leading edge. We have shifted the center of gravity of Army forces (previously focused almost exclusively on traditional challenges) to provide a better balance of capabilities to address traditional, irregular, disruptive and catastrophic challenges. The changed Army culture is readily apparent today in forces deployed in Afghanistan and Iraq, where a new breed of warrior has emerged — one more akin to pentathletes who are able to rapidly transition between disparate tasks with relative ease. Like the American Soldiers of generations past, today's warriors are distinguishing themselves with tremendous acts of courage and valor as they light the path of freedom for others.

We have the confidence of our nation as we fight a protracted war with an all-volunteer force for the first time in our history. The human dimension of this war has already eclipsed the technological dimension. While the nature of the conflict may evolve, the unifying constant is the need for “boots on the ground.” More than a half-million Soldiers from all components have served in Iraq and Afghanistan, with more than 260,000 Soldiers currently serving in 120 countries around the world. Success in this war will rest increasingly on their ability to interact with foreign governments, militaries and populations to create the conditions for effective governance and long-term socio-political progress.

As we go forward, Soldiers will remain the centerpiece of our Army. Thank you for all that you have done and continue to do for our great nation. May God bless you, your families, the Army and the United States of America.


Kenneth O. Preston
Sergeant Major of the Army


Peter J. Schoomaker
General, U.S. Army
Chief of Staff

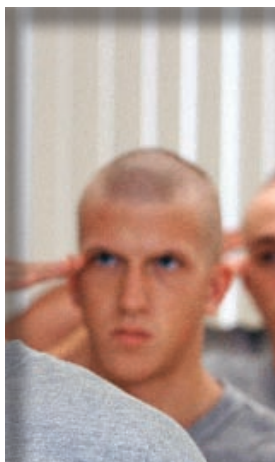

Francis J. Harvey
Secretary of the Army



CALL TO DUTY

230 YEARS OF SERVICE TO OUR NATION





Army Values

Loyalty

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers

Duty

Fulfill your obligations

Respect

Treat people as they should be treated

Selfless-Service

Put the welfare of the nation, the Army and your subordinates before your own

Honor

Live up to all the Army Values

Integrity

Do what's right, legally and morally

Personal Courage

Face fear, danger and adversity (physical or moral)

Soldier's Creed

I am an American Soldier.

**I am a warrior and a member of a team.
I serve the people of the United States of
America and live the Army Values.**

I WILL ALWAYS PLACE THE MISSION FIRST

I WILL NEVER ACCEPT DEFEAT

I WILL NEVER QUIT

I WILL NEVER LEAVE A FALLEN COMRADE

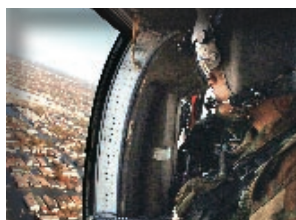
**I am disciplined, physically and mentally
tough, trained and proficient in my
warrior tasks and drills.**

**I always maintain my arms,
my equipment and myself.**

**I am an expert and I am a professional.
I stand ready to deploy, engage and destroy
the enemies of the United States of America
in close combat.**

**I am a guardian of freedom and
the American way of life.**

I am an American Soldier.





CALL TO DUTY

230 YEARS OF SERVICE TO OUR NATION



CALL TO DUTY

230 YEARS OF SERVICE TO OUR NATION





Warrior Ethos

I WILL ALWAYS PLACE THE MISSION FIRST

I WILL NEVER ACCEPT DEFEAT

I WILL NEVER QUIT

I WILL NEVER LEAVE A FALLEN COMRADE



Year in Review

Information for this chronology was taken from *Soldiers* magazine, the *Army News Service*, the *American Forces Press Service* and other official news sources.

January 2005

Jan. 1

SSG James McCormick of the 1st Cavalry Division is selected to participate in "Family Connections," a contest sponsored by the Frito Lay Co., which reunites him with his family during the 34th annual Tostitos Fiesta Bowl in Tempe, Ariz.

Jan. 5

The Army begins deploying units and teams as part of the combined support force for the tsunami disaster-relief effort in South Asia.

Jan. 7

The 82nd Military Police Company, from Fort Bragg, N.C., is selected for the 2004 Brigadier General Jeremiah P. Holland award for outstanding MP unit.



Jan. 12

Army officials meet at Anniston Army Depot, Ala., to commemorate production of the 1,000th Stryker vehicle.

Jan. 14

The Army opens its second amputee center at Brooke Army Medical Center in San Antonio, Texas. The first center opened at Walter Reed Army Medical Center in Washington, D.C., in December 2004.

Jan. 15

The Army-sponsored All-American Bowl showcases the talents of high-school football players from around the country in an East-against-West game.

Jan. 15

SPC Charles A. Graner Jr. of the 372nd MP Co. is the first Soldier to be court-martialed for charges of prisoner abuse that took place at Abu Ghraib Prison in Iraq.

Jan. 15

Officers who served in support of operations Enduring Freedom and Iraqi Freedom can now share their experiences with local communities through the Special Recruiter Assistance Program.

Jan. 18

In preparation for the 55th presidential inauguration, President George W. Bush honors members of the armed forces with a gala ceremony called "Saluting Those Who Serve."

Jan. 19

The U.S. Army Women's Museum at Fort Lee, Va., opens a memorial exhibit in honor of CW5 Sharon T. Swartworth. Swartworth was the Judge Advocate General's senior warrant officer when she was killed in Tikrit, Iraq, in November 2003.

Jan. 24

Soldiers from V Corps' 69th Air Defense Artillery Brigade become the first in U.S. Army, Europe, to be certified as instructors in a new form of hand-to-hand combat called modern Army combatives.

Jan. 28

Reginald Brown, assistant secretary of the Army for manpower and reserve affairs since July 2001, retires.



Jan. 30

Despite attacks at polling sites, Iraqi voters elect 275 members to the national assembly as a first step toward forming a new government.

Jan. 31

MAJ Michael Anti of the U.S. Army Marksmanship Unit is selected as the 2004 Army Male Athlete of the Year. MAJ Heidi Grimm and CPT Anita Allen are co-winners of the Army's Female Athlete of the Year award.

February 2005

Feb. 1

The new Army combat uniform is scheduled for issue to more than 4,000 Soldiers of the Georgia Army National Guard's 48th Infantry Bde. in conjunction with the Rapid Fielding Initiative.

Feb. 8

By order of the secretary of the Army, Dr. Francis J. Harvey, the U.S. Army Safety Center is renamed the U.S. Army Combat Readiness Center.

Feb. 11

The Stryker ICV command vehicle is showcased during the 97th annual Chicago Auto Show.

Feb. 11

The Army announces the creation of the Close Combat Badge for selected combat-arms Soldiers who engage in active ground combat.

Feb. 12

The Army team wins the Armed Forces Cross Country Championships in Vancouver, Wash. SGT Sandu Rebenciuc opened the meet with a first-place finish in the Men's Short Course with a time of 12:11.9.

Feb. 16

Army Chief of Staff GEN Peter J. Schoomaker, on horseback, enlists 46 new Soldiers during the annual Stock Show and Rodeo in San Antonio, Texas.

Feb. 19

Army boxers win the 2005 Armed Forces Boxing Championships at Fort Huachuca, Ariz. New Army boxer SPC John Franklin is the first Army National Guard Soldier to win a gold medal in the event.



Feb. 22

First Lady Laura Bush visits American high school students in Wiesbaden, Germany.

Feb. 23

Under the Army's semi-centralized promotion policy, the names of all eligible specialists and corporals are placed on a list for promotion to sergeant should their military occupational specialty drop below 100-percent strength.

Feb. 25

PFC Jeremy Church of the 724th Transportation Company at Fort McCoy, Wis., becomes the first Army Reserve Soldier to receive the Silver Star for his actions during Operation Iraqi Freedom.

Feb. 27

Tony "The Sarge" Schumacher wins his first victory of the 2005 NHRA drag racing season, the Checker Schuck's Kragen Nationals at the Firebird International Raceway in Phoenix, Ariz.

Feb. 27

The Afghan National Army graduates its 20,000th soldier from the Kabul Military Training Center. The U.S. Training Assistance Group conducts the 10-week basic-training program.

March 2005

March 1

The Defense Finance and Accounting Service changes its' public Web site to www.dod.mil/dfas.

**March 11**

The 1st Inf. Division's Rear Operation Center Detachment is the first Army Reserve unit in Europe to receive the "Welcome Home Warrior Citizen" award, during a welcome-home ceremony held in its honor.

March 11

Forty-seven service members become U.S. citizens when they take the oath of allegiance at the George Bush Presidential Library and Museum in College Station, Texas.

**March 18**

The Army announces that it will establish a three-year test program to evaluate raising the reserve-component non-prior service maximum enlistment age from less than 35 to less than 40 years of age.

March 20

More than 3,500 people participate in the annual Bataan Death March commemorative event at White Sands Missile Range, N.M. Among the marchers are five Soldiers, all amputees, sponsored by Walter Reed Army Medical Center.

**March 21**

The 525th MP Battalion and 189th MP Co. are activated at Naval Station Guantanamo Bay, Cuba, as part of an Army action plan to improve the military's handling of detainee there.

March 24

Ranger School is opened to combat-support and combat-service-support Soldiers.

March 30

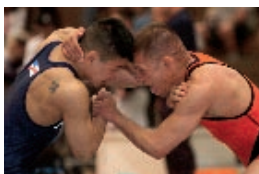
Laura Bush makes her first trip to Afghanistan, where she sees the plight of Afghan women and speaks with those training to be teachers. She also has dinner with about 200 U.S. service members.

March 31

The Army approves fielding of the new M-107 long-range .50-caliber sniper rifle.

March 31

All-Army wrestlers win 38 out of 42 individual matches to capture the Greco-Roman and freestyle team titles during the 2005 Armed Forces Wrestling Championships held at the U.S. Olympic Training Center in Colorado Springs, Colo.



April 2005

April 1

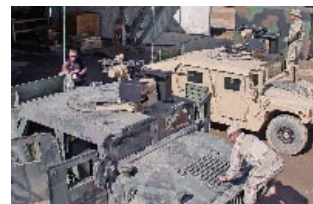
The Army accepts the first fuel-cell-powered military truck at the General Motors Corp. research facility outside Rochester, N.Y. The Army will evaluate the modified Chevrolet Silverado through July 2006.

**April 3**

One hundred and seventy-seven Soldiers from the 3rd Inf. Div. Aviation Brigade re-enlist during a mass re-enlistment ceremony at Camp Taji, Iraq.

April 4

President Bush presents the Medal of Honor to David Smith, the 11-year-old son of SFC Paul R. Smith, who was killed April 4, 2003, in a firefight outside Baghdad.

**April 7**

The Common Remotely Operated Weapons Station, or CROWS, arrives in Iraq to be mounted on top of Humvees belonging to military-police, special-forces, infantry and transportation units.

April 8

The Department of Defense releases final implementation rules for wear of the Iraq and Afghanistan Campaign medals.

**April 8**

The U.S. Army Band, "Pershing's Own," celebrates 83 years of performances with a musical celebration at the John F. Kennedy Center for the Performing Arts in Washington, D.C.

April 10

During the World Cup in Changwon, Korea, SFC Jason Parker of the U.S. Army Marksmanship Unit wins a gold medal and an Olympic country quota slot for the 2008 Olympics.

Year in Review

April 13

Members of the New England Patriots, winners of the 2005 Super Bowl, visit with recovering patients at Walter Reed Army Medical Center's physical therapy and occupational therapy clinics.

April 13

The 3rd Armored Cavalry Regiment returns to Iraq one year after ending its first tour of duty in Operation Iraqi Freedom.



April 24

CPT Corbett McCallum and SFC Gerald Nelson of the 4th Ranger Training Battalion win the Best Ranger competition at Fort Benning, Ga.



April 28

The investigation concerning Soldiers of the 160th MP Bn. who took part in a "mud wrestling" event ends. Six of the Soldiers are found guilty and receive non-judicial punishment, two others face summary courts martial and one receives a letter of reprimand.

April 28

"Captain America" and "Spiderman" join Secretary of Defense Rumsfeld during a "America Supports You" campaign event at the Pentagon.

April 28

SGT Hasan Akbar is sentenced to death by a military panel after being found guilty of murdering fellow Soldiers in Kuwait before the start of Operation Iraqi Freedom.



April 28

CPTs Anthony Barbina and William Boyd of the 65th Engineer Bn. at Schofield Barracks, Hawaii, are named the 2005 Best Sappers during a ceremony at Fort Leonard Wood, Mo.

April 29

The U.S. Army Family Child Care program goes online with ArmyFCC.com, a Web-based information and referral tool for parents considering using home-based child care.

April 29

Human Resources Command officially takes over the operations of the Disabled Soldier Support System.

May 2005

May 1

Mock billing begins at selected privatized military housing sites. Included in the test are homes at Fort Carson, Colo.; Fort Hood, Texas; Fort Meade, Md.; Fort Lewis, Wash.; and Fort Campbell, Ky.

May 3

The newest homes in the Army open at Fort Belvoir, Va. Herryford Village is the first neighborhood built on the installation as part of the Residential Communities Initiative.

May 4

A military judge declares a mistrial during the court-martial of PFC Lynndie England. England, of the 372nd MP Co., is accused of abusing detainees at Abu Ghraib Prison in Iraq in the fall of 2003.

May 5

Units from around the Army participate in Public Service Recognition Week in Washington, D.C. The event highlighted Soldiers and federal employees working together at all levels of government.



May 6

The Air Force's 3rd Air Support Operations Squadron is given operational control of five Army Stryker vehicles as they prepare to deploy with the 172nd Inf. Bde. from Fort Wainwright, Alaska.

May 11

President Bush signs supplemental legislation to increase SGLI coverage and provide payouts for service members with traumatic injuries.

May 13

Recommendation by the Base Realignment and Closure Commission are released to the public. According to the commission's proposal, 15 major Army installations are slated to close over the next six years.



May 16

The 15-month enlistment pilot program opens for 59 military occupational specialties as part of a nationwide expansion.

May 16

SGT Joseph Darby is presented the John F. Kennedy Profile in Courage Award for respecting the "rule of the law" and turning over to Army investigators photographs depicting the humiliation of Iraqi detainees at Abu Ghraib Prison.

May 17

SPC Sabrina Harman is sentenced to six months in a military prison, reduced in rank to private, will forfeit all pay and allowances and will receive a bad conduct discharge after being found guilty for her role in the abuse of Iraqi detainees at Abu Ghraib.

May 19

SGT Rudy Tia Jr. of Fort Hood wins his sixth crown in the 45th All-Army Chess Championships at Fort Myer, Va.

May 24

MG Roger Schultz steps down from his position as the longest-serving National Guard director. MG Walter Pudlowski Jr. is named acting director in his place.

May 25

Twenty-seven Army officers receive the GEN Douglas MacArthur Leadership Award from GEN Peter J. Schoomaker, chief of staff of the Army.

May 27

PVT Joshua Richmond wins the first gold medal for the United States at the 2005 International Shooting Sport Federation World Shotgun Championships in Junior Men's Double Trap.

**May 28**

Soldiers from the Indiana National Guard's 76th Inf. Bde., assigned to Coalition Joint Task Force Phoenix, graduate from the infantry MOS qualification course. This is the first course to be conducted in a combat zone since World War II.

June 2005

June 3

More than 400 Soldiers join Russian troops in Grafenwöhr, Germany, during Exercise Torgau 2005.

**June 5**

Soldiers of the 1st Bn., 9th Field Artillery, discover a stockpile of explosive materials at a factory in Northern Zafaraniya, Iraq, which includes more than 1,000 sub-munitions and 56,000 fuses.

June 7

Infantry trainees and cadre at Fort Benning, Ga., begin testing new combat eye protection that may eventually be issued to all Soldiers.

June 8

Linda Patterson, founder of America Supporting Americans, is presented the Army Outstanding Civilian Service Award during a Twilight Tattoo ceremony on the White House Ellipse.

June 10

The Army announces the national winners of its eCybermission competition for grades six through nine.

**June 11**

More than 100 Soldiers take the oath of re-enlistment aboard the USS *Missouri* in Hawaii.

June 13

Eight Soldiers from various units across Iraq become the first troops in theater to transition from medics and practical nurses to the new 91W healthcare occupational specialty.

**June 14**

Civilian and military personnel from Baghdad, Iraq, to Fort Belvoir, Va., celebrate the Army's 230th birthday with festivities such as cake cuttings and enlistment ceremonies.

June 14

The Army announces the release of the newest version of FM-1, "The Army," which furnishes the doctrinal foundation for the entire force.

June 15

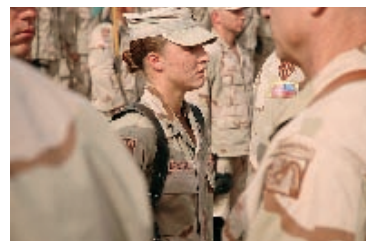
Soldiers of the 1st Bn., 156th Armd. Regt., 256th Bde. Combat Team, along with soldiers from Iraq's 2nd Bn., 1st Bde., rescue Douglas Wood, an Australian held hostage for six weeks by Iraqi terrorists.

June 15

SSG Alberto Martinez of Headquarters and HQs. Co., 42nd Inf. Div., is charged with the premeditated murder of company commander CPT Phillip Esposito and 1LT Louis Allen while in Iraq.

June 15

The 25th Inf. Div. Artillery cases its colors as part of Army transformation.

**June 16**

SGT Leigh Ann Hester of the 617th MP Co., a National Guard unit from Richmond, Ky., is the first woman since World War II to be awarded the Silver Star. She is cited for her heroic actions during an enemy ambush in Iraq.

June 16

The Army showcases its Future Force Warrior system, the latest in warfighting technology, during Soldier Modernization Day on Capitol Hill.

June 18

SFC Daryl L. Szarenski of the Army Marksmanship Unit wins the Gold Medal and a national championship title during the USA Shooting 2005 National Pistol and Rifle Championships at Fort Benning.

**June 20**

LTG Clyde Vaughn becomes the 18th director of the Army National Guard and CSM John Gipe becomes the guards eighth command sergeant major.

Year in Review

July 2005

June 23

Iraqi Prime Minister Ibrahim Al-Jaafari visits recovering war wounded at Walter Reed Army Medical Center in Washington, D.C., to tell them that the Iraqi people are grateful for their sacrifices.

June 24

President Bush and Secretary of State Condoleezza Rice visit RFK Stadium as the Washington Nationals pay tribute to the Army during Military Appreciation night in Washington, D.C.



June 24

SSG Reynolds Jolly III of Fort Sill, Okla., is named Drill Sergeant of the Year. SFC Spencer C. Swearingen Jr. of the 100th Division is named Reserve Component Drill Sergeant of the Year.

June 27

Shoaib Yosoufzai of Laghman province, Afghanistan, becomes the first Afghan to attend the U.S. Military Academy at West Point, N.Y.



June 29

The new Combat Action Badge is awarded for the first time to five Soldiers during a Pentagon ceremony.

July 6

The Washington Nationals become the first major-league baseball team to join the Defense Department's "America Supports You" program.

July 7

Instructors from the Army Mountain Warfare School in Vermont deploy to Afghanistan for the first time to teach Soldiers how to deal with cold-weather situations and develop mountain-warfare skills.

July 8

The U.S. Army Aviation Center at Fort Rucker, Ala., is designated as the new Army Unmanned Aerial Vehicle Center of Excellence.

July 9

In Iraq, Soldiers join British troops for a memorial service to remember the victims of the bombing attacks in London.

July 11

The Soldier Ride 2005 group, led by SSG Heath Calhoun, a double amputee, rolls into Baltimore, Md., during a cross-country trek from Los Angeles, Calif., to Montauk, N.Y.

July 13

SGT Jessica Reed of the Nebraska National Guard's 313th Medical Co., is selected as the Army Times Soldier of the Year.

July 13

The Army Corps of Engineers develops the Combat Pin for Civilian Service to honor civilians serving in Iraq for more than 60 days.

July 13

More than 5,000 National Guard Soldiers and Airmen are on hand to assist with the aftermath of Hurricane Dennis in Pensacola, Fla. Dennis is one of seven hurricanes to hit the United States in July.

July 15

PFC Lowell W. Bellar, who was listed as missing in action during the Korean War and whose remains were recently recovered in North Korea, is laid to rest in Schererville, Ind. CPL John O. Strom, whose remains were also recovered, is buried June 29 in Fergus Fall, Minn.

July 16

PFC Rayshawn S. Johnson, who was killed in Iraq in 2003, is honored during a street re-naming ceremony in the Flatbush neighborhood in Brooklyn, N.Y., where he lived.

July 17

Army NHRA Racing Team Top Fuel driver Tony "The Sarge" Schumacher gains his third straight victory in the Mopar Mile-High Nationals at Bandimere Speedway in Denver, Colo.



July 18

Retired GEN William Childs Westmoreland, former Army chief of staff and commanding general of U.S. forces in Vietnam during the Vietnam War, dies at a nursing home in Charleston, S.C.

July 19

SPC Leonard Clark of the 860th MP Co., is charged under Article 15 proceedings after releasing classified information about his unit in an Internet blog.

July 20

Fort Stewart and Hunter Army Airfield, Ga., win the Army's Community of Excellence Award for the second consecutive year. In second place is Fort Bragg, N.C., and third-place is Fort A.P. Hill, Va.

July 20

Charles Chibitty, who served in the World War II-era 4th Inf. Div. and was one of the last of the Comanche code talkers, dies at the age of 83.

July 23

CPT Jeannie Deakyne, a 1st Cav. Div. company commander and Mrs. Texas International, finishes in 11th place in the Mrs. International pageant.

July 25

The United Service Organizations opens its newest location at Camp Victory, Kuwait.

July 25

One hundred forty-three service members became U.S. citizens during a naturalization ceremony held at Al-Faw Palace in Baghdad.

July 26

The Army Reserve launches a new Web site to connect deployed Soldiers with their loved ones and deliver family support services. The site is www.arfp.org.

July 31

Coalition forces transfer authority for one fifth of Iraq's Diyala Province to troops of Iraq's 2nd Bde., 5th Div.

August 2005

August 1

Operations begin at a new Humvee refurbishment and up-armor facility near Kuwait City, Kuwait.

August 1

The first Joint Biological Agent Identification and Diagnostic System Course opens to students in San Antonio, Texas.

August 3

The new Army Mentorship community and Army Mentorship Resource Center Web sites become available to those with Army Knowledge Online access.

August 9

The Army announces a new Web site to assist military spouses with employment opportunities. The site can be located at www.militaryspousejobsearch.org.

Aug 10

The Army awards a \$214 million contract for development of an Extended-Range Multi-Purpose unmanned aerial vehicle named the "Warrior."

August 10

Army field manual 3-50.1, "Army Personnel Recovery," becomes available at Army Knowledge Online.

August 15

Fort Stewart and Hunter Army Airfield, Ga., win the Army Communities of Excellence Award. Fort Bragg, N.C., place second and Fort A.P. Hill, Va. takes third.

August 18

Ten-year-old military family member Brittany Rankin becomes the youngest winner in the civilian division of the All-Army Photography Contest.

August 19

CPLI James Holcombe of the 20th Engr. Bde. becomes the 250,000th participant in the U.S. Central Command's Rest and Recuperation Leave Program.

August 21

SSG Dremiel Byers wins a gold medal in the Greco-Roman heavyweight division of the 2005 Conseil International du Sport Militaire World Wrestling Championships in Vilnius, Lithuania.

August 24

COL James H. Coffman Jr. receives the Distinguished Service Cross for his role in leading Iraqi police commandos through a battle against insurgents trying to overrun an Iraqi police station.

August 25

Soldiers with the 3rd Bde., 1st Cav. Div., participate in the Team Texas High Performance Driving School as part of a special "thank you" from Joe Nemechek, driver of the 01 Army Chevrolet.

August 30

Nearly 124,000 National Guard troops in 17 states prepare to assist with cleanup operations following Hurricane Katrina along the Gulf Coast.

September 2005



Sept. 1

About 240 residents of the Armed Forces Retirement Home in Gulfport, Miss., are evacuated to the sister facility in Washington, D.C., following Hurricane Katrina.

Sept. 4

Soldiers with the 82nd Airborne Div. from Fort Bragg, N.C., join the nearly 4,600 active-duty Soldiers assisting with Hurricane Katrina disaster relief.

Sept. 6

The 64th Replacement Co. opens its doors at Pioneer Kaserne in Hanau, Germany. The USAREUR in-processing facility moved from Rhein-Main Air Base.

Sept. 6

Retired 1SG Mark Matthews, one of the last of the nation's "Buffalo Soldiers," dies at the age of 111.



Sept. 6

SFC Dale Shavaliar is recognized as the Active Army Recruiter of the Year and SFC Christopher Richardson is the Career Counselor of the Year. SFC David Morrison is the Reserve Recruiter of the Year and MSG Manual Horn is the National Guard Recruiter and Retention NCO of the year.



Sept. 8

Soldiers of the 13th Corps Support Command from Fort Hood, Texas, deploy in support of Task Force Katrina.

Sept. 11

Thousands join Secretary of Defense Rumsfeld in the first ever "America Supports You Freedom Walk" in remembrance of the victims of the Sept. 11, 2001, terrorist attacks.

Sept. 11

Soldiers with the Nebraska National Guard help the U.S. Treasury Department retrieve millions of dollars from a flooded vault in New Orleans, La.

Year in Review

Sept. 13

SMA Kenneth O. Preston emphasizes the importance of Soldiers' understanding their role in Army transformation during the Better Opportunities for Single Soldiers annual forum.



Sept. 15

The U.S. Army Parachute Team, "The Golden Knights," bring home two gold medals and numerous silver and bronze medals during the National Skydiving Championships in Perris Valley, Calif.

Sept. 15

President Bush concurs with the 2005 Base Realignment and Closure Commission's report for revamping the U.S. military infrastructure and force structure. The report is sent to Congress for legislative review.



Sept. 18

Parliamentary elections take place in Afghanistan under the security of Afghan and coalition forces.

Sept. 19

The SGT Matt Maupin Computer Lab opens at Logistical Support Area Anaconda, Iraq. Maupin's parents, Keith and Carolyn, donated computers for the lab. Maupin is the only U.S. Soldier still listed as captured in Iraq.

Sept. 19

Exercise Urgent Quest, the largest military utility assessment of coalition combat-identification technology since the beginning of Operation Iraqi Freedom, begins in Britain's Salisbury Plain Training Area.

Sept. 20

SPC Jacen Burris and SPC Raymond Burge, both with the Indiana National Guard, are commended by Red Cross officials for acts above and beyond the call of duty during the Hurricane Katrina disaster-relief efforts.



Sept. 23

The Medal of Honor is presented to CPL Tibor Rubin in recognition of his courageous actions in Korea from 1950 to 1953.



Sept. 23

The 101st Abn. Div. colors are cased for a second time in preparation for the division's second deployment in support of Operation Iraqi Freedom.

Sept. 24

Task Force Search and Rescue of the Texas National Guard helps in moving 87 residents from an assisted-living facility in Fred, Texas, to safety after Hurricane Rita passed through the area.

Sept. 25

MSG Luis Rodriguez, who was injured in Iraq, and his family received a new home as part of ABC's "Extreme Makeover: Home Edition."

Sept. 26

Helicopters and crews from 2nd Bn., 227th Avn. Regt., 1st Cav. Div., head to Houston, Texas, from Fort Hood, Texas, to assist with relief efforts following Hurricane Rita.



Sept. 27

PFC Lynndie England is found guilty of conspiracy, maltreatment of subordinates and indecent acts for her part in the prisoner abuse at Abu Ghraib prison in Iraq. England is sentenced to three years confinement, dishonorable discharged and reduction in rank to private.

Sept. 30

SGT Iris Smith of Fort Carson, Colo., wins the women's wrestling championship at the 2005 World Wrestling Championships in Budapest, Hungary.

October 2005



Oct. 1

CSM William J. Gainey is selected as the senior enlisted advisor to the chairman of the Joint Chiefs of Staff.

Oct. 2

The Army Ten Miller becomes an 11 miler when a suspicious package on the race route causes runners to be detoured. The race ends with no winners posted, due to the detour.

Oct. 3

SGT Jeremy S. Kamphuis of the 127th MP Co. in Hanau, Germany, is named the Army's NCO of the Year. SGT Chad H. Steuck of the 4th Bde., 10th Mountain Div., at Fort Polk, La., is named the Soldier of the Year.

Oct. 4

David S.C. Chu, the undersecretary of defense for personnel and readiness, approves the directive that allows military personnel to be reimbursed "for privately purchased protective, safety or health equipment."



Oct. 10

Helicopters and crews from 3rd Bn., 158th Avn. Regt., and 2nd Bn., 6th Cav. Regt., at Bagram Air Base and Kandahar Army Air Field, Afghanistan, arrive in Islamabad, Pakistan, to assist with relief efforts following an earthquake.

Oct. 11

The online Accident Avoidance Course becomes mandatory for everyone who drives an Army vehicle. The course is available through Army Knowledge Online Learning Management Services.

Oct. 12

U.S. Army Recruiting Command announces that more than 3,000 Soldiers have participated in its Assignment Incentive Pay program.

Oct. 13

The 101st Abn. Div.'s 4th Bde. Combat Team is activated as the 506th Regimental Combat Team at Fort Campbell, Ky. The unit was first activated in 1942, and members of the famous "Currahee" unit distinguished themselves in battles across Europe during World War II.

Oct. 14

The 94th Air and Missile Defense Cmd. unfurls its colors at Fort Shafter, Hawaii. The 94th AAMDC becomes the third command to be activated as part of Army transformation.

Oct. 15

The Primary Leadership Development Course is renamed the Warrior Leader Course.

Oct. 16

The new Army Reserve Medical Cmd. is activated at the Army Reserve Center in Pinellas Park, Fla.



Oct. 17

Relief efforts to Pakistani earthquake victims continue as Army medical, aviation and engineer units arrive to render assistance.

Oct. 18

The 1st Cav. Div. activates the 4th Bde. Cmbt. Team at Fort Bliss, Texas.

Oct. 21

Tony "the Sarge" Schumacher wins his second consecutive NHRA Powerade drag-racing championship by winning at the Las Vegas Motor Speedway.



Oct. 24

1LT Boyd Melson earns a berth in the 2005 World Amateur Boxing Championships, becoming the first All-Army boxer to compete in the world championships since 1999.

Oct. 26

MAJ Michael Hagen leads the All-Army team to victory in the 2005 Ironman World Championships in Hawaii.

Oct. 27

The U.S. Army Engineer Research and Development Center receives the Army Research Laboratory of the Year award for developing new technology to help Soldiers find and clean up unexploded ordnance.

Oct. 31

The 4th Inf. Div. at Fort Hood, Texas, begins its second deployment to Iraq.

November 2005



Nov. 1

SGT Dave Sokorai is featured in Soldiers magazine as "A Soldier's Soldier."

Nov. 1

The 3rd Bn., 7th FA, of the 25th Inf. Div. at Schofield Barracks, Hawaii, receives the 2005 Phoenix Trophy, the Defense Department's highest award for field-level maintenance of weapon systems and equipment.

Nov. 2

Eleven members of the District of Columbia National Guard serve as pallbearers at the funeral of Rosa Parks, acclaimed as "the mother of the civil rights movement."

Nov. 5

The Army Black Knights football team wins 31 to 6 over the Air Force Falcons, making this West Point's first victory at the Air Force Academy's Falcon Stadium since 1977.

Nov. 9

The Base Realignment and Closure Commission's recommendations for reshaping the DOD infrastructure are passed into law.

Nov. 10

The Army launches a new Army Outreach Web site to help connect the public with Army events and services. The site is at www.army.mil/outreach.

Nov. 10

The Army announces that the Disabled Soldier Support System will be renamed the U.S. Army Wounded Warrior Program.

Nov. 11

President Bush delivers a Veterans Day address during the first-ever presidential visit to Tobyhanna Army Depot, Pa. www.army.mil/outreach.

Nov. 15

Black Professionals magazine ranks the Army and Air Force Exchange Service among the top 25 best companies for African-American employment opportunities.

December 2005

Dec. 18

SMA Preston kicks off the USO's Hope and Freedom Tour.

Army Organization

The Army is the primary land-power arm of the nation's armed forces. It exists to serve the American people, protect enduring national interests and fulfill the nation's military responsibilities.

Soldiers form the centerpiece of Army organizations. Professional Soldiers — warriors well trained, well equipped and well led — are the ultimate expression of what the Army provides to the nation and the joint force. The Soldier is the engine behind Army capabilities. But the Army is more than a collection of individuals. It is a complex institution comprising many diverse types of organizations.



The Institutional and Operational Army

The institutional Army provides the foundation necessary to design, raise, train, equip, deploy, sustain and ensure the readiness of all Army forces. It includes the schools and training centers that develop and maintain individual and collective skills and preserve the doctrine, research and learning activities of the Army's professional knowledge base.

It also provides the infrastructure and capabilities needed to rapidly expand the Army and deploy its forces, and it synchronizes Army acquisition and force development efforts needed to equip, supply and support the operational Army.

The operational Army provides essential land-power capabilities to combatant commanders. For most of the 20th century, the operational Army was organized around the division. Today the Army is transforming from a division-based to a brigade-based force.

This more agile "modular force" is organized and trained to fight as part of the joint force. Modular organizations can be quickly assembled into strategically responsive force packages able to rapidly move wherever needed. In addition to conventional modular forces, the Army will continue to provide the major special operations force capabilities in support of Special Operations Command's global mission.





Army Civilians and Contractors

Army civilians and contractors support the Army's ability to mobilize, deploy, employ and sustain Army forces at home and abroad. In recent years an increasing number of Army civilians and contractors have been supporting Soldiers on the battlefield, employing their technical expertise under hazardous conditions.

Army civilians are full-time federal employees with skills and competencies that encompass many functional areas and occupational series. They perform technical and administrative tasks that free Soldiers for training and for operational and institutional missions.

Civilian contractors support Army forces in garrison locations and on the battlefield. Contractors are hired for specific tasks and for a specific duration. They provide professional skills and perform technical and administrative tasks that allow Soldiers to focus on their primary missions.



Components

The Regular Army is a federal force consisting of full-time Soldiers and Army civilians assigned to the operational and institutional organizations engaged in the Army's day-to-day missions.



The Army National Guard has a dual mission that includes federal and state roles. In its federal role the National Guard provides trained units able to mobilize quickly for war, national emergencies and other missions. In its state role it prepares for domestic emergencies and other missions as required by state law. National Guard units are commanded by a state executive (usually the governor), unless they are mobilized for a federal mission.

The Army Reserve is the Army's primary federal-reserve force. It is a complementary force consisting of trained Soldiers and units able to perform a vast range of missions worldwide. Their primary role is to provide the specialized units, capabilities and resources needed to deploy and sustain Army forces at home and overseas. The Army Reserve force is also the Army's major source of trained individual Soldiers for augmenting headquarters staffs and filling vacancies in Regular Army units.



Welfare and Readiness

The challenge of serving a nation at war highlights the importance of providing for the physical, material and spiritual well-being of Soldiers, Army civilians and their family members. Their welfare is linked to readiness and the Army's sustained viability as an all-volunteer force.

Ultimately, the Army is a team comprising many people: Soldiers and civilians of the regular and reserve-component force, and the citizens who support them, including retirees, veterans and family members.

To meet today's challenges the Army is engaged in a continuous, adaptive cycle of innovation and experimentation informed by experience. This effort is improving the forces and capabilities the Army is providing today and ensuring that it is well postured for tomorrow.

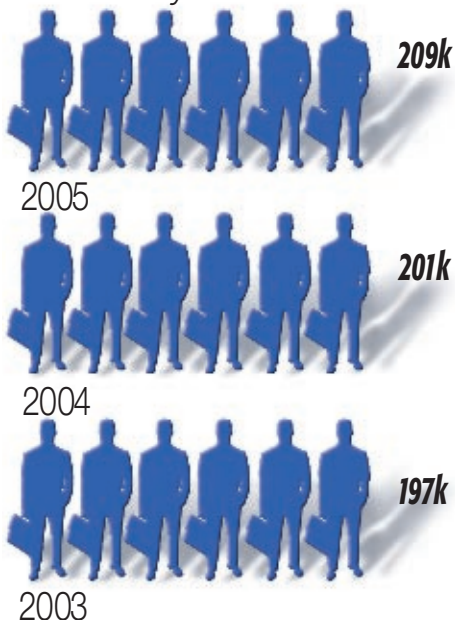
Active Army

Force Strength

Active Army Personnel



U. S. Army Civilians*



* Appropriated-fund employees only.

Location of the Force



Continental United States (CONUS)

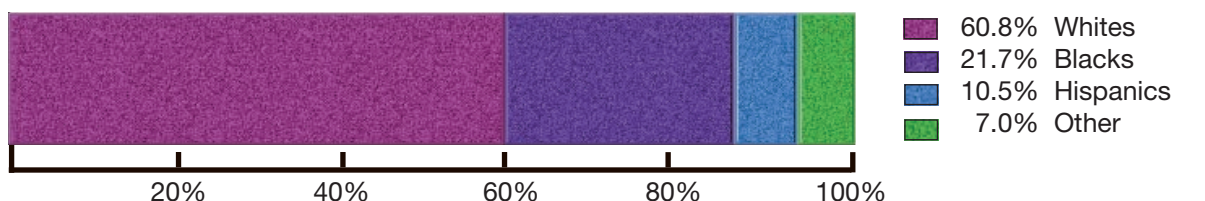
2005	403k
2004	392k
2003	394k

Outside CONUS (OCONUS)

83k	2005
102k	2004
100k	2003

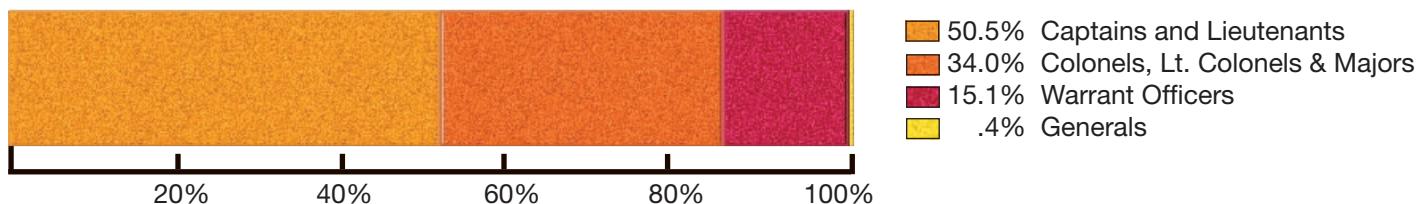


A Diverse Force

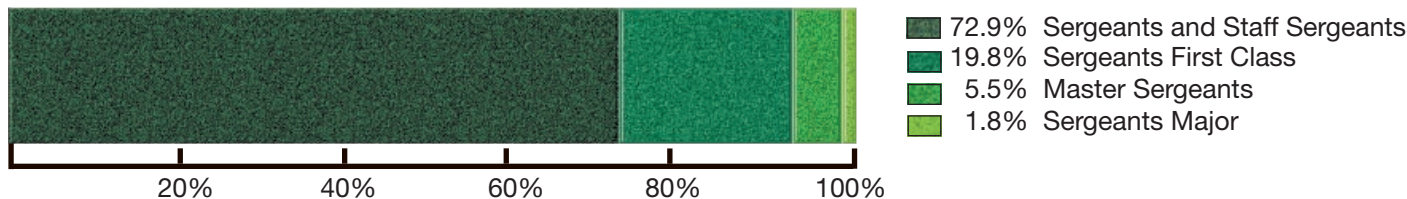


Active Army Ranks

Officers



NCOs



Active Army Breakout *

Commissioned Officers	68,932
Warrant Officers	12,276
NCOs	187,504
Enlisted (E-1 to E-4)	217,764
USMA graduates	905
ROTC graduates	2,685
OCS graduates	1,009

* End strength for FY 2005.

Army Women

69,638 women are currently serving in the active Army.

Commissioned:	11,492
Warrants:	950
Enlisted:	57,196
USMA graduates	134

Army Families

54% of all Soldiers are married.
9% of all married soldiers are married to other service members.

Army Retirees *

OFFICER (at retirement) —
Average rank: LTC
Average age: 45 yrs
Average service time: 22 yrs

ENLISTED (at retirement) —
Average rank: SFC
Average age: 42 yrs
Average service time: 21 yrs

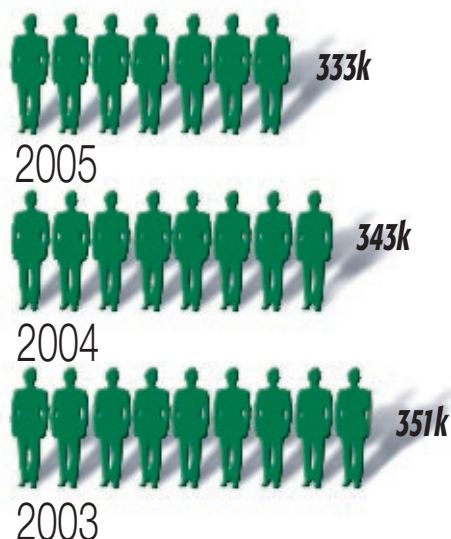
Number of living, active-duty
Army retirees — 447,800

(*Non-disabled)

(Unless otherwise noted, all data drawn from official sources as of Sept. 2005.)

Army National Guard

Army National Guard Personnel

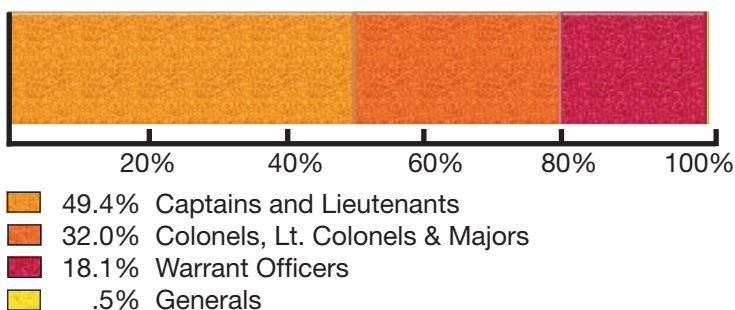


Army National Guard Budget

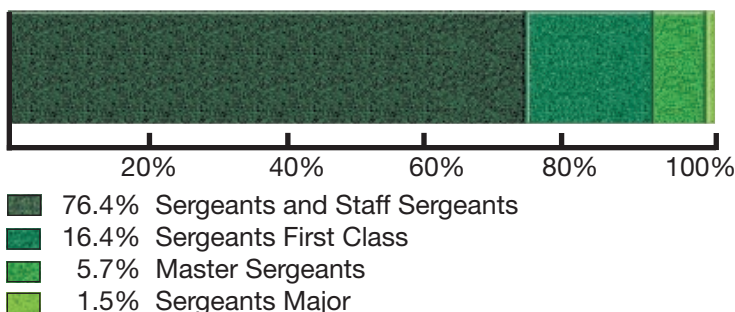


Army National Guard Ranks

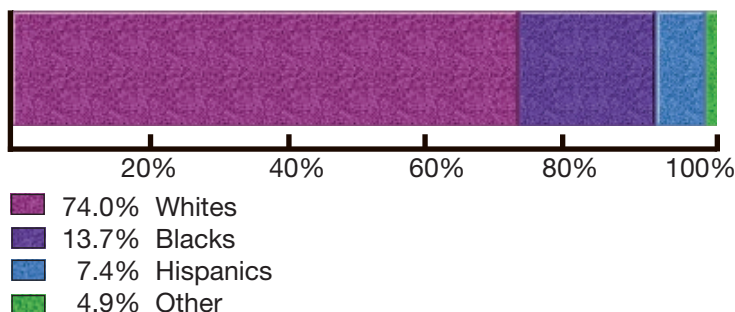
Officers



NCOs



A Diverse Force



Army National Guard Breakout 2005

Commissioned Officers	29,952
Warrant Officers	6,602
NCOs	139,146
Enlisted (E-1 to E-4)	157,477

Army National Guard Women

42,760 women are currently serving in the Army National Guard.

Commissioned:	3,429
Warrant:	495
Enlisted:	38,836

Army National Guard Families

73% of officers/warrants and 46% of enlisted Guard Soldiers are married.

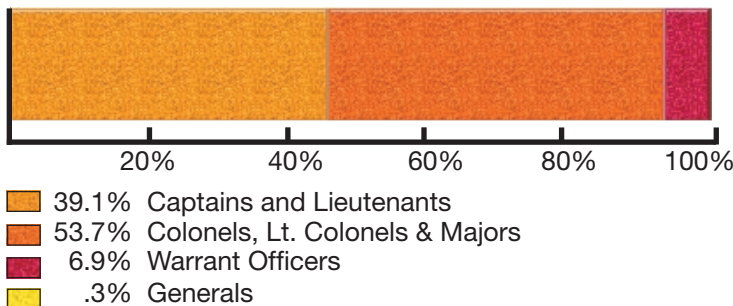
Overall, 49% of the National Guard force is married.

Army Reserve

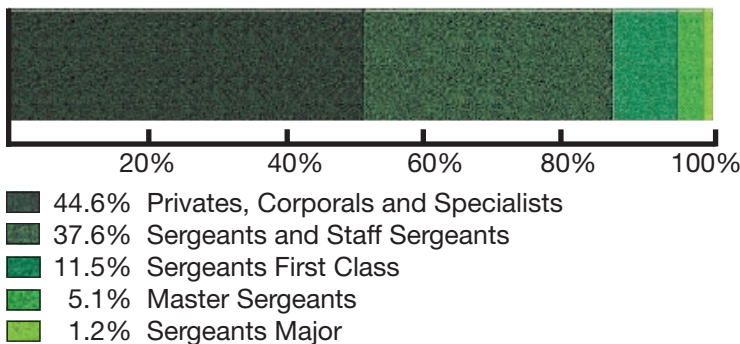
Army Reserve Budget



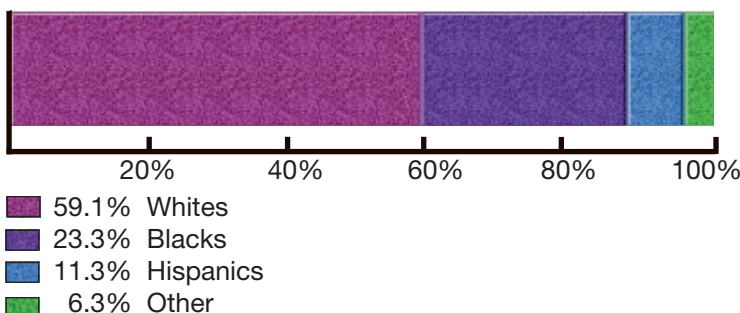
Army Reserve Ranks Officers



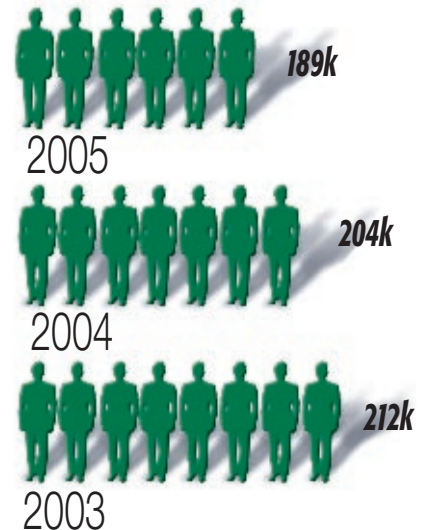
Enlisted



A Diverse Force



Army Reserve Personnel



Army Reserve Breakout 2005

Commissioned Officers	34,406
Warrant Officers	2,529
NCOs	84,222
Enlisted (E-1 to E-4)	67,848

Army Reserve Women

43,839 women are currently serving in the Selected Reserves.

Commissioned:	8,434
Warrant:	326
Enlisted:	35,079

Army Reserve Families

71% of officers/warrants and 43% of enlisted Army Reserve Soldiers are married. Overall, 48% of the Army Reserve force is married.

THE following Web sites offer access to personnel data and information about programs and services available to both active-duty and reserve-component Soldiers, both at their home duty stations and when they are deployed.



www.army.mil

— The Army's public Web site maintains a connection with Soldiers, the American people and international audiences. The site promotes an understanding of the Army's mission by providing official, timely and accurate information about Soldiers, their families, and Army policy, organization, functions and operations.



<https://www.us.army.mil>

— Army Knowledge Online

The Army's intranet portal leads Soldiers, Department of the Army civilians and retirees to the information they need to work smarter, communicate with each other, and manage their careers and personal information.

<https://www.hrc.army.mil>

— Human Resource Command

Personnel information for active-duty and reserve-component Soldiers. Also information on Army awards and decorations.

www.dod.mil/dfas

— Defense Finance and Accounting Service
Leave and earnings statements, W-2s and more, through myPay; information on identity theft from the Federal Trade Commission.

www.tsp.gov

— Thrift Savings Plan
Calculators and access to accounts.

call.army.mil

— Center for Army Lessons Learned
Handbooks, guides, newsletters and bulletins detailing lessons learned from Army operations and training.

www.armyonesource.com

— Army One Source

Free 24-hour information and referral service on issues ranging from everyday concerns to deployment and reintegration.



www.va.gov

— Department of Veterans Affairs
Burial and memorial benefits; health benefits; education benefits; home loans; life insurance; benefits for veterans of Operations Enduring Freedom and Iraqi Freedom, etc.

www.dtic.mil/doctrine/jell/doddic

— Dictionary of Military Terms
Definitions for military terms and acronyms.

www.armyg1.army.mil/rso/mission.asp

— Army Retirement Services
Information on pre- and post-retirement, survivor benefits, retirement pay and calculators.

Soldiers ONLINE

Providing Information for America's Soldier



www.army.mil/soldiers

— Soldiers Online

One-stop source for news, features and information on career and family issues. Includes Soldiers magazine stories and links to "Hot Topics."

www.defenselink.mil/mapsite

— Information and interactive resources for relocation, money management and job searching at a new location.



www.esgr.org

— National Committee for Employer Support of the Guard and Reserve

Information for military members and their employers about the Uniformed Services Employment and Re-employment Rights Act.

www.armystudyguide.com

— Army Study Guide

Study guides for the Soldiers Manual of Common Tasks and promotion boards, cadences, information on Army schools, etc.



www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm

— Department of Defense Forms Program

Downloadable forms used by the Department of Defense and all branches of the military.

www.ncptsd.org

— National Center for Post-Traumatic Stress Disorder

Information for veterans and families on managing stress and recovering from trauma; links to specialized PTSD clinics and programs that can provide diagnostic evaluations.

<https://www.armyeducation.army.mil>

— Army Continuing Education System

Earning a degree, money for college, credentialing, repaying college loans and education careers.

www.tricare.osd.mil

— Military Health System
Benefits, programs and more.

www.crsc.army.mil

— Combat-Related Service Compensation












Information and application forms for active and reserve-component retirees who have 20 years or more of service, and a Department of Veterans' Affairs disability rating of 10 percent or more.














Insignia of the United States Armed Forces — ENLISTED

E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	Senior Enlisted Advisors
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ARMY

no insignia											
Private E-1 (PV1)	Private E-2 (PV2)	Private First Class (PFC)	Corporal (CPL) Specialist (SPC)	Sergeant (SGT)	Staff Sergeant (SSG)	Sergeant First Class (SFC)	Master Sergeant (MSG)	First Sergeant (1SG)	Sergeant Major (SGM)	Command Sergeant Major (CSM)	Sergeant Major of the Army (SMA)











MARINES

no insignia											
Private (Pvt)	Private First (PFC)	Lance Corporal (LCpl)	Corporal (Cpl)	Sergeant (Sgt)	Staff Sergeant (SSgt)	Gunnery Sergeant (GySgt)	Master Sergeant (MSgt)	First Sergeant (1stSgt)	Master Gunnery Sergeant (MGySgt)	Sergeant Major (SgtMaj)	Sergeant Major of the Marine Corps (SgtMajMC)








AIR FORCE

no insignia												
Airman Basic (AB)	Airman (Amn)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSgt)	First Sergeant (E-7)	Senior Master Sergeant (SMSgt)	First Sergeant (E-8)	Chief Master Sergeant (CMSgt)	Command Chief Master Sergeant (CCM)	Chief Master Sergeant of the Air Force (CMSAF)

NAVY

no insignia										
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPO)	Force or Fleet Command Master Chief Petty Officer (FORMC) (FLTMC)	Master Chief Petty Officer of the Navy (MCPON)

COAST GUARD

										
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPO)	Command Master Chief (CMC)	Master Chief Petty Officer of the Coast Guard (MCPO-CG)

Source: www.defenselink.mil

Where We Are



Alaska

Continental
United States

Hawaii

Guantanamo Bay, Cuba

The Army conducts both operational and institutional missions. The operational Army consists of numbered armies, corps, divisions, brigades and battalions that conduct full-spectrum operations around the world. Institutional Army organizations provide the infrastructure necessary to raise, train, equip, deploy and ensure the readiness of all Army forces. The training base provides military skills and professional education to every Soldier, as well as members of sister services and allied forces. It also allows the Army to expand rapidly in time of war. Army installations provide the power-projection platforms required to deploy land forces promptly to support combatant commanders.



272,000 Soldiers are currently serving in more than 100 countries around the world.

Insignia of the United States Armed Forces — OFFICERS

0-1	0-2	0-3	0-4	0-5	0-6	0-7	0-8	0-9	0-10	Special
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ARMY • AIR FORCE • MARINES

Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	General of the Army (GA)

NAVY

NAVY • COAST GUARD

Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RADM)(L)	Rear Admiral Upper Half (RADM)(U)	Vice Admiral (VADM)	Admiral (ADM)	Fleet Admiral (FADM)

W-1	W-2	W-3	W-4	W-5
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ARMY

Warrant Officer	Chief Warrant Officer	Chief Warrant Officer (CW3)	Chief Warrant Officer (CW4)	Chief Warrant Officer (CW5)

NAVY • COAST GUARD

Chief Warrant Officer (CW01)	Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)	Chief Warrant Officer (CW05)
NO WARRANT OFFICER				NO WARRANT OFFICER
USCG	USCG	USCG	USCG	USCG

MARINES

Warrant Officer (WO)	Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)	Chief Warrant Officer (CW05)

AIR FORCE

NO WARRANT	NO WARRANT	NO WARRANT	NO WARRANT	NO WARRANT
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ARMY Careers



The Army's military occupational specialties are divided into broad categories that include the enlisted career-management fields, warrant officer career branches and officer career branches, plus officer and medical functional areas. As the Army changes, career categories evolve and new career specialties emerge.

Administrative Support

Specialties include clerical and supervisory activities in personnel, administration, finance, accounting and information services:

- ▶ Records administration
- ▶ Religious-support specialists
- ▶ Personnel and recruiting
- ▶ Supply and logistics

Arts and Media

Specialties include the conduct of civil affairs and communication of the Army's message to military and civilian audiences:

- ▶ Broadcast and print reporters
- ▶ Visual-information specialties
- ▶ Musicians
- ▶ Civil affairs

Combat

Specialties in offensive- and defensive-combat activities also include reconnaissance and security. Most of these MOSs are closed to women. Major fields include:

- ▶ Artillery
- ▶ Air defense
- ▶ Chemical specialties
- ▶ Ordnance
- ▶ Infantry
- ▶ Divers
- ▶ Armor
- ▶ Special forces
- ▶ Tactical-center operations

Computers and Technology

Specialties requiring science and technical training include equipment operations and maintenance, laboratory testing and data interpretation:

- ▶ Electronics maintenance and operations
- ▶ Computer-systems specialists
- ▶ Imagery interpretation
- ▶ Systems installers and maintainers

Construction Engineering

Specialties include technical development, building and road construction, and maintenance of facilities and equipment:

- ▶ General and topographic engineering
- ▶ Equipment repair
- ▶ Electricians and plumbers
- ▶ Heavy-equipment operators
- ▶ Power generation

Intelligence and Combat Support

Specialties include participation in psychological operations, electronic warfare, and the collection and analysis of military intelligence:

- ▶ Linguists
- ▶ Cryptanalysts
- ▶ Ammunitions specialists
- ▶ Armament repair
- ▶ Watercraft specialists
- ▶ Meteorological specialists

Legal and Law Enforcement

Specialties include legal and security support to the Army community in peace and war:

- ▶ Military police
- ▶ Firefighters
- ▶ Attorneys
- ▶ Paralegal specialists
- ▶ Criminal investigators

Mechanics

Specialties include the maintenance and recovery of equipment, vehicles, weapon systems and aircraft:

- ▶ Metal workers and machinists
- ▶ Weapon repair
- ▶ Vehicle and systems repair
- ▶ Heating and cooling mechanics

Medical and Emergency

Specialties in the medical and dental fields cover a variety of responsibilities, from point-of-injury to clinical settings.

- ▶ Surgical nursing and patient care
- ▶ Patient administration
- ▶ Laboratory specialties
- ▶ Pharmacy and medical supply
- ▶ Food inspection
- ▶ Animal care

Transportation and Aviation

Specialties include the coordination and supervision of personnel, equipment and procedures for the proper transportation and use of Army materials throughout the world.

- ▶ Flight operations
- ▶ Petroleum and water supply
- ▶ Shipping and transportation
- ▶ Supply and services

Source:
www.goarmy.com/careers





▲ Army transformation will ensure that Soldiers at all levels are capable of planning and conducting the varied types of missions that will arise throughout the 21st century.

THE 21st century calls for an American Army that can conduct sustained operations during several contingencies while remaining prepared to fight more than one war. To meet this need, the Army is re-evaluating institutional assumptions, organizational structures, paradigms, policies and procedures. The Army's process for this is outlined in FM-1, "The Army," Chapter Four, "The Way Ahead." The following is a condensed version.

Future Operating Environment Challenges

To meet the challenges brought on by today's changing threats, the Army is extending its mastery of combat capabilities and increasing its ability to rapidly project forces and move them over both global and theater distances. It is also seeking minimal reliance on predictable, vulnerable deployment points or points of entry.

Army Transformation

Army transformation is more than material solutions. Adaptive and determined leadership, innovative concept development and experimentation, and lessons learned from recent opera-

tions produce corresponding changes to doctrine, organizations, training, material, leadership, education, personnel and facilities.

The Army's transformation strategies are:

▣ **Forces** — Provide relevant and ready land-power to combatant commanders to meet the full range of global commitments.

▣ **People** — Train and equip Soldiers as world-class warriors, and develop competent, flexible and adaptive leaders able to meet 21st-century challenges.

▣ **Quality of life** — Attain a quality of life and wellbeing that matches the quality of our Soldiers.



❑ Infrastructure — Establish and maintain the infrastructure and information network required to develop, train and sustain operational forces for global missions.

Army Campaign Objectives

The Army Campaign Plan establishes these eight objectives to achieve its transformation strategies:

❑ Support global operations. Organize, train, equip and sustain a campaign-capable joint, expeditionary Army to provide relevant and ready land-power to combatant commanders.

❑ Adapt and improve total Army capabilities. Organize Army forces into modular, capabilities-based units to enable rapid-force packaging and deployment, and sustained land combat.

❑ Optimize reserve-component contributions. Transform reserve-component force structure and continuum of service paradigms to optimize reserve-component capabilities, and provide relevant and ready forces to combatant commanders.

❑ Sustain the right all-volunteer force. Recruit and retain competent, adaptive and confident Soldiers and Army civilians to meet immediate and long-range multicomponent personnel and family-readiness requirements.

❑ Adjust the global footprint. Adjust Army stationing and support infrastructure to better execute the National Defense Strategy, and support operational deployments and sustained operational rotations.

➤ From searching for weapons caches in Iraq to conducting humanitarian operations, the 21st-century Army must be ready for any tasking.

➤ A key objective of the Army Campaign Plan is to enhance the Army's ability to organize, train, equip and deploy units worldwide as part of a joint, expeditionary force.

❑ Build the future force. Develop future-force capabilities to meet future land-power requirements.

❑ Adapt the institutional Army. Transform the institutional Army and its processes to responsively sustain a campaign-quality Army with joint, expeditionary capabilities.

❑ Develop a joint, interdependent logistics structure. Create an integrated logistics capability to sustain joint-force commanders across the range of military operations.

Transforming Today

Key aspects of the transformation already affecting the current force include:

❑ Resetting, restructuring, rebalancing and stabilizing the force;

❑ Integrating component technology of Future Combat Systems;

❑ Developing networked information systems; and

❑ Modernizing institutional Army procedures.

Resetting means preparing redeploying units for future missions. The process includes five elements:

❑ Units and Soldiers are provided training in essential tasks, incorporating lessons learned from the operational environment.

Tech. Sgt. Russell E. Cooley IV, USAF





▲ Rebalancing will ensure that such high-demand skills as infantry, military police, civil affairs and military intelligence will be available to meet the Army's varied global commitments.

- ❑ Soldiers and leaders receive individual training and professional development.
- ❑ Pre-positioned equipment and ammunition stocks are adjusted.
- ❑ If necessary, units are reorganized into the appropriate modular design.
- ❑ Overall unit readiness is returned to Army standards.

The rapid-fielding and rapid-equipping initiatives integrate combat systems and equipment into the current force.

Rapid fielding addresses equipment requirements by quickly fielding commercial, off-the-shelf technology rather than waiting for standard acquisition programs to address shortages. Rapid equipping uses commercial and field-engineered solutions to quickly meet operational needs.

The Army is restructuring from a division-

based force to a brigade-based modular force. This increases Regular Army combat capabilities to as many as 48 combined-arms brigade combat teams. It also increases the Army's pool of available maneuver organizations to no fewer than 77 brigade combat teams, enabling the Army to generate forces in a predictable rotation. This enlarged force pool will also give Soldiers and units more time between deployments, higher-quality training and better support to combatant commanders.

The modular force includes five types of multifunctional support brigades that complement and reinforce brigade combat teams: aviation, battlefield surveillance, maneuver enhancement, fires and sustainment.

Rebalancing involves retraining Soldiers and converting organizations to produce more Soldiers and units with high-demand skills. It

Rapid fielding addresses equipment requirements by quickly fielding commercial, off-the-shelf technology rather than waiting for standard acquisition programs to address shortages.

The Army is stabilizing the force by assigning Soldiers to brigades for longer periods, thus increasing combat readiness and cohesion while reducing turnover.

- Ensuring that Soldiers have ready access to cutting-edge technologies in communications and other key areas is a vital aspect of Army transformation.

results in a substantial increase in infantry capabilities, with similar increases in military police, civil affairs, military intelligence and other critical skills. It also relieves stress on the relatively small pool of Soldiers and units currently possessing these high-demand skills.

The objective is to prepare the Regular Army to be able to execute the first 30 days of an operation without augmentation from the reserve component. Rebalancing will realign the specialties of more than 100,000 Soldiers.

The Army is stabilizing the force by assigning Soldiers to brigades for longer periods, thus increasing combat readiness and cohesion while reducing turnover and eliminating repetitive training.

The Future Combat Systems program is developing a family of networked land- and air-based maneuver and supporting systems built around Soldiers. Networked future combat-system capabilities will integrate sensors and information systems. They will also include manned and unmanned reconnaissance and surveillance systems.

Networked information systems are being provided to the lowest level to support command, control, intelligence, surveillance and reconnaissance. Networked systems will contribute to information superiority by providing leaders access to online knowledge sources, and by interconnecting people and systems independent of time, location or branch of service. This collaboration will facilitate the art of command and ultimately shorten commanders' decision cycles.

Changing Army Culture

When large, complex organizations pursue transformational change, a key measure of success is their leaders' ability to reorient peoples' attitudes and actions. To create a culture that embraces the operational and organizational challenges of a turbulent

- Continued development of networked information and situational-awareness systems will help ensure the Army's dominance of the battlefield.

Jason Kaye



Staff Sgt. Suzanne M. Day, USAF



security environment, the Army is focusing on four dimensions:

- ❑ Innovation;
- ❑ Joint, expeditionary operations;
- ❑ The ideals of the Warrior Ethos;
- ❑ Resiliency.

Through innovation, Soldiers test new ideas, concepts and ways of conducting operations. Army leaders continue to identify and test the best practices from industry and commerce, and other branches of service and foreign military establishments. They also review history for insights and cautions.

Recent adversaries have achieved strategic surprise by

operating against the U.S. from remote locations. Future conflicts are therefore likely to involve joint, expeditionary warfare, and be characterized by rapid deployments with little or no notice, contingency operations in austere theaters and incomplete planning information. Operations are likely to involve fighting for information rather than fighting with information against adaptive and creative adversaries.

Joint, expeditionary warfare places a premium

► Engaging and defeating the nation's enemies remains the Army's fundamental mission, and the one for which all Soldiers will continue to train.

on adapting to the unique circumstances of each campaign. Operational success depends on flexible employment of Army capabilities and different combinations of joint and interagency capabilities.

To help Soldiers view themselves through enemy eyes, the modular force will include a "red-teaming" capability. Red team-trained personnel will participate in planning to ensure consideration of both conventional and asymmetric threats.

Commitment to the ideals of the Warrior Ethos has long been embedded in the Army's culture, and will continue to be. The Warrior



Ethos instills a "mission first — never quit" mental toughness in Soldiers. Soldiers combine the Warrior Ethos with initiative, decisiveness and mental agility to succeed in the complex, often irregular, environments in which they operate.

To complement the spirit of the Warrior Ethos, the Army is emphasizing the importance of resiliency. Resiliency enables Soldiers to thrive in ambiguous, adverse situations, and enables them to respond aggressively to changes and setbacks. They can absorb the effects of unexpected developments without stopping or losing their orientation.

Balancing Risks

The war on terrorism has required the

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► New types of vehicles fitted with specialized systems — such as the explosives-resistant Buffalo and its mechanical arm — will help increase Soldier safety when dealing with improvised explosive devices and other threats.



- ▲ The Army's continued dominance in night operations will be enhanced through the development and introduction of new night-vision systems and operational methods.
- Recruiting and training competent, adaptive and confident Soldiers is a key part of the Army Campaign Plan.

Army to boost capabilities required for current operations while continuing to build the future force. Doing this has reduced operational risk and improved Army forces' firepower, force protection, mobility and sustainability. While these decisions have produced dramatic, immediate improvements for Soldiers and increased current-force capabilities, the monetary costs have been substantial.

To reduce the risks associated with fighting terrorism, the Army has made deliberate choices in several areas. These include allocating resources, assigning missions to its units and components, altering stationing, and procuring new weapons and equipment. These decisions accommodate urgent wartime needs and have better enabled Soldiers to accomplish their missions.

The months and years ahead will challenge the Army to balance current and future investments to keep risk at moderate levels as it executes current requirements and prepares for future challenges. 



Soldiers combine the Warrior Ethos with initiative, decisiveness and mental agility to succeed in the complex, often irregular environments in which they operate.

As the Army continues its transition to a modular force capable of fielding 43 brigades, it is also continuing to develop the weapons and equipment it will need in order to remain the world's dominant land power throughout the 21st century.

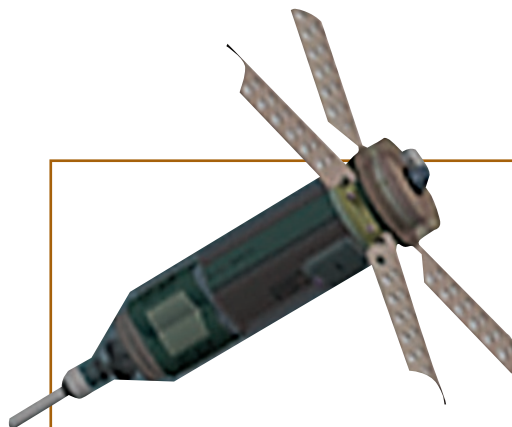
The primary avenue through which the Army is developing the advanced equipment it will need as the century progresses is the Future Combat Systems program. FCS is a family of 18 manned and unmanned systems, connected by a common network that allows the various systems to operate as a cohesive whole. The network enables Soldiers to perceive, comprehend, shape, and dominate the future battlefield at unprecedented levels.

On the following pages we offer a brief explanation of some of FCS's key systems.



selected ground and air platforms and will be controlled by dismounted Soldiers.

The Class I uses autonomous flight and navigation, but it will interact with the network and Soldier to dynamically update routes and target information. The system (which will include two air vehicles, a control unit and parts) will be back-packable, weigh 40 pounds and will be able to remain in flight for up to 60 minutes.



Unattended Ground Sensors

The FCS Unattended Ground Sensors (UGS) program is divided into two major subgroups of sensing systems — Tactical-UGS (T-UGS) and Chemical, Biological, Radiological and Nuclear (CBRN)-UGS.

A UGS field will include low-cost, expendable and multimode sensors for target detection, location and classification; and an imaging capability for target identification. The sensor field will also be able to transmit target or other information to a remote operator, or the common operating picture through the FCS Modular Force Network. The UGS can be used for perimeter defense, surveillance, target acquisition and situational awareness.

Class I Unmanned Aerial Vehicle (UAV)

The Class I Unmanned Aerial Vehicle (UAV) will provide a reconnaissance, surveillance and target-acquisition capability for dismounted Soldiers. Weighing less than 15 pounds, the air vehicle will be capable of vertical take-off and landing. It will be interoperable with



Non-Line-of-Sight Launch System (NLOS-LS)

The Non-Line-of-Sight Launch System (NLOS-LS) consists of a family of missiles and a highly deployable, platform-independent Container Launch Unit (C/LU) with self-contained tactical fire-control electronics and software for remote and unmanned operations.

Each C/LU consists of a computer and communications system and 15 missiles. Each missile will receive target information prior to launch, and can receive and respond to target location updates during flight. Mission data can be preprogrammed or changed in flight, and imagery information can be provided to multiple common ground systems.



Intelligent Munitions System

The Intelligent Munitions System (IMS) is an unattended system providing both offensive and defensive capabilities using both lethal and non-lethal munitions.

The IMS will provide unmanned terrain dominance, and will be delivered by various means. Once on the ground it will be able to locate itself, organize all of its components and report its location. The munition field will then be capable of being armed, turned off to allow friendly passage, then rearmed to resume its mission. This on-off-on capability will allow it to be recoverable, further reducing its logistics footprint.

IMS will not become a residual hazard; it will self-destruct on command or at a preset time interval. It will also be tamper resistant.



Class II UAV

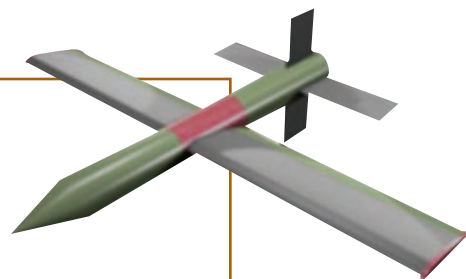
The Class II UAV will have twice the endurance and a wider range of capabilities than the Class I, and will also be capable of vertical take-off and landing.

The distinguishing capability of this UAV will be target designation in day, night and adverse weather. The Class II UAV will be transportable by two Soldiers, will have a 16 km radius of action, and will have a two-hour flight endurance.

Class III UAV

The Class III UAV will have the capabilities of the Class I and Class II, but will also be able to provide communications relay; mine detection; chemical, biological, radiological and nuclear (CBRN) detection; and meteorological survey.

The Class III will have a six-hour endurance and a 40 km radius of action.

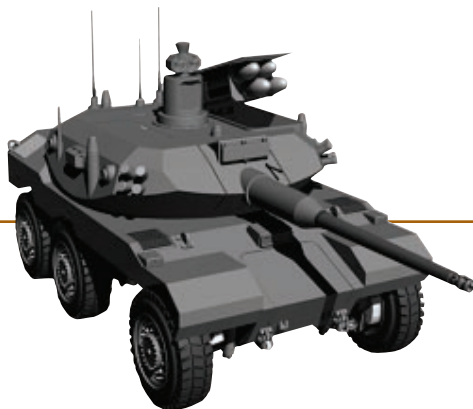


Class IV UAV

Already in the flight-test phase, the Class IV UAV resembles a small helicopter. Once fielded, it will provide an extensive communications-relay capability and long-endurance, wide-area surveillance over a 75 km radius.

Other unique missions will include dedicated manned and unmanned teaming with manned aircraft; emitter mapping; and standoff CBRNE detection with on-board processing.





Armed Robotic Vehicle

The Armed Robotic Vehicle (ARV) will be fielded in both assault and reconnaissance variants, both of which will share a common chassis.

The assault variant will offer a remote reconnaissance capability; will deploy sensors; employ direct-fire weapons against the enemy; locate or by-pass threats in buildings, bunkers, tunnels and other urban features; assess battle damage; act as a communications relay; support mounted and dismounted forces with direct fire and anti-tank (AT) weapons; and occupy key terrain and provide over-watching fires.

The reconnaissance version will have many of the same capabilities, and will also be used to assess battle damage.



Non-Line-of-Sight Cannon

The Non-Line-of-Sight Cannon (NLOS-C) system's primary purpose will be to provide responsive fires in support of the FCS combined-arms battalions and their subordinate units.

The system will provide flexible support through its ability to change effects round by round and mission by mission.

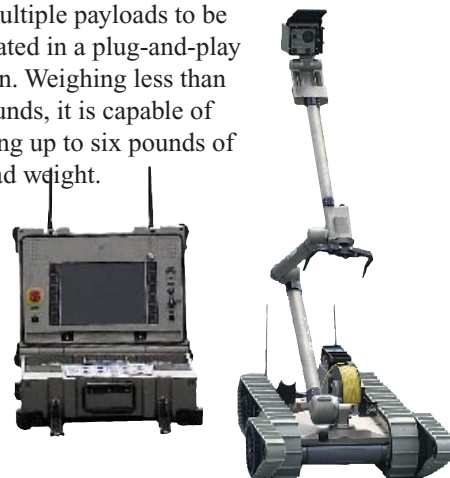
The cannon will be able to move rapidly, stop quickly, and deliver lethal first-round effects on target in record time. Like all MGCV variants, the NLOS-C will be able to rapidly rearm and refuel, and its system weight will make it uniquely deployable. Fully automated handling, loading, and firing will be another centerpiece of the NLOS-C.

The 155mm cannon intended for use in the NLOS-C is currently undergoing test and evaluation.

The Small Unmanned Ground Vehicle

Versions of the Small Unmanned Ground Vehicle (SUGV) — a small, lightweight, man-portable and remotely operated UGV capable of conducting military operations in urban terrain tunnels, sewers and caves — are already undergoing field testing. Earlier, experimental versions have seen combat duty in both Iraq and Afghanistan.

The SUGV will be able to provide a remote reconnaissance capability without exposing Soldiers directly to battlefield hazard. Its modular design will allow multiple payloads to be integrated in a plug-and-play fashion. Weighing less than 30 pounds, it is capable of carrying up to six pounds of payload weight.



Non-Line-of-Sight Mortar

The Non-Line-of-Sight Mortar (NLOS-M) will provide fires in close support of tactical maneuvers. By firing precision-guided mortar munitions, the NLOS-M will deliver lethal fires to destroy high payoff and most dangerous targets, and provide area suppression in support of modular force companies and platoons.

The 120mm breech-loading mortar system intended for use in the NLOS-M is currently undergoing test and evaluation.





Infantry Carrier Vehicle

There will be four versions of the Infantry Carrier Vehicle (ICV) — company commander; platoon leader; rifle squad; and weapons squad. All four versions will be identical from the exterior to prevent targeting of a specific vehicle type.

The ICV will effectively employ weapon systems and will deliver the dismounted force to the close battle, then provide supporting fires. The squad will have access to Army and joint fire-delivery systems from external sources to provide extended range, networked responsive precision or volume fires on demand in support of tactical maneuvers.

The ICV will be able to move, shoot, communicate, detect threats, and protect crew and critical components under most land-surface environments. Data transfer with other components of the Modular Force will permit constant update of the common operational picture and rapid identification of targets.

Common Manned Ground Vehicle Chassis

Currently undergoing field testing and evaluation, the Common Manned Ground Vehicle Chassis is the developmental prototype of the common platform for FCS's eight manned vehicle types. These include:

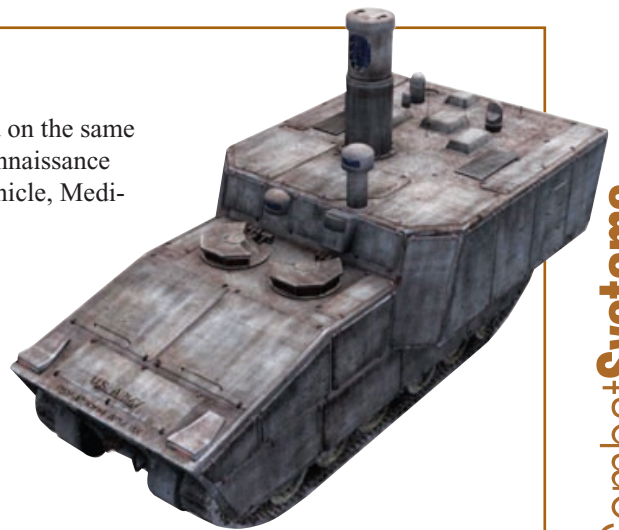


Mounted Combat System

The Mounted Combat System (MCS) will provide direct and Beyond-Line-of-Sight (BLOS) offensive firepower by delivering precision fires at a rapid rate. It will be highly mobile and will be able to maneuver out of contact to positions of advantage.

Other Vehicles

Other planned FCS manned variants — all based on the same common chassis as those above — include the Reconnaissance and Surveillance Vehicle, Command and Control Vehicle, Medical Vehicle and Recovery and Maintenance Vehicle.



THE Army's Program Executive Office (PEO) Soldier works to ensure that the best equipment gets to Soldiers as quickly as possible.

The organization's mission is to arm and equip Soldiers so they are capable of peak performance. To achieve this, the Army is treating the Soldier as a 'system,' much the same way such large weapon platforms as tanks and aircraft function as systems and integrate with other systems. All aspects of Soldier equipment are modular, integrated, interoperable and can be tailored for specific missions. The result is a single, integrated system that increases Soldier effectiveness, improves flexibility and improves quality of life. Most importantly, it saves lives.

In viewing the Soldier as a system, the Army is taking a much more strategic approach to designing, producing, and fielding equipment. In contrast to the old, "off-the-rack" approach, this systematic view of the Soldier and everything he or she wears or carries ensures that each piece of equipment fits into the overall design and each piece works jointly with others.

PEO Soldier, at Fort Belvoir, Va., is supported by three project managers. PM Soldier Warrior is responsible for Land Warrior, Air Warrior and Mounted Warrior. PM Soldier Equipment has purview over sensors and lasers, as well as clothing and individual equipment. PM Soldier Weapons manages individual and crew-served weapons.

PM Soldier Warrior

PM Soldier Warrior supports the Soldier as a system through the acquisition of all warrior systems. Air Warrior, Land Warrior, and Mounted Warrior programs provide significant improvements in Soldier lethality, survivability, mobility and sustainment.

Army aircrews deploying in support of operations Iraqi Freedom and Enduring Freedom are being equipped with the newly developed Air Warrior system, the new-generation aircrew ensemble that provides advanced life support, ballistic protection, and biological and chemical protection. Air Warrior is designed to save lives and enhance crew performance. It consists of the following components:



Electronic Data Manager

— a "ruggedized" computer worn as a kneeboard that provides a GPS-driven moving map; an interface to the Aviation Mission Planning System; ability to perform en-route mission planning/changes; aircraft performance planning; weight and balance functions; displays electronic manuals/checklists; and the capability to inscribe electronic notes. When integrated with Blue Force Tracking Aviation, EDM also provides two-way situational awareness and limited command-and-control messaging capabilities. As of fiscal year 2005, more than 500 systems have been fielded, meeting the demands of four aviation brigades. EDM will enter full-scale production in FY 2006.



PM Soldier Weapons

PM Soldier Weapons supports Soldiers through the development, production and procurement of future and current weapon systems, ammunition and associated target-acquisition/fire-control products.

M-101 Common Remotely Operated Weapon Station

— provides Soldiers with the ability to acquire and engage targets while inside a vehicle, protected by its armor. It is designed to mount on a variety of vehicle platforms and supports the Mk

19 grenade machine gun, M-2 .50-caliber machine gun, M-240B medium machine gun, M-249 squad automatic weapon, and the XM-307 advanced crew-served weapon. It also increases engagement range, first-round-hit probability and operational response time.



XM-320 Grenade Launcher Module

— is a 40mm grenade-launching weapon that will replace selected M-203-series grenade launchers currently mounted on the M-16/M-4 series of rifles and carbines, and will also provide a grenade-launching capability. It provides infantrymen with a lighter, safer and more reliable grenade launcher with a day/night sighting capability, and the ability to fire all existing and improved 40mm ammunition.



XM-26 12-Gauge Modular Accessory Shotgun System

— a lightweight accessory shotgun system, it attaches underneath the barrel of the M-4 and M-16 modular weapon systems and the Objective Individual Combat Weapon Increment I, which is in the planning stages to replace the Army's current small-arms weapons. The XM-26 provides the capabilities to fire lethal and non-lethal 12-gauge rounds, as well as door-breaching ammunition. MASS provides a capability equal to a stand-alone shotgun without the need to carry a second weapon.



Microclimate Cooling System

— consists of a Microclimate Cooling Unit mounted on the aircraft and interfaces with the Microclimate Cooling Garment worn by the aviator/crewmember. The MCU provides chilled coolant to the MCG. The MCS reduces heat stress to Army helicopter crewmen, especially when they're wearing chemical-protective equipment in hot weather.



Aircraft Wireless Intercom System

— provides wireless communication between crewmembers during hot refueling, loading, off-loading and re-arming for CH-47 Chinook and UH-60 Black Hawk aircraft. The AWIS will have the capabilities of a full duplex voice-activated hands-free mode and a push-to-talk mode, 40 aircraft with independent nets of up to six crewmembers in each net, and simultaneous omni-directional communications among all users within the aircraft net from 200 feet from the center of the aircraft. AWIS is currently in use with a limited capability by units deployed to OIF and was used by Army units participating in hurricane relief. An encrypted version of the AWIS is currently being developed.



Cockpit Air Bag System

— saves lives and prevents or reduces injuries by protecting the aircrew from multiple cockpit strike hazards with a crash-activated, inflatable protection system. It reduces flail and protects the aviator from strike hazards during the crash. CABS is a crash-activated, inflatable protection system designed to supplement the current restraint systems on helicopters.

Rapid Fielding Initiative

Executed by PEO Soldier, RFI gets project managers' state-of-the-art equipment into the hands of Soldiers as quickly as possible.

Developed from lessons learned in Afghanistan in 2002, the program's initial mission was to equip all deploying Soldiers with enhanced capabilities essential for success in the war on terror. Expanded in 2004 to field equipment to the entire Army, RFI accelerated operations to an average of 25,000 Soldiers per month. Charged with fielding to some 888,000 Soldiers by the end of FY 07, the RFI team equipped more than 448,000 Soldiers through September 2005. The list of RFI equipment is refined and updated, based on continuous Soldier feedback and opportunities for technology upgrades identified by PEO Soldier's project managers. Currently the RFI list contains more than 50 items of the most up-to-date equipment for Soldiers and small units in the categories of force protection/mobility, lethality, Soldier mission-essential equipment and weapon optics.

Modular Lightweight Load-Carrying Equipment

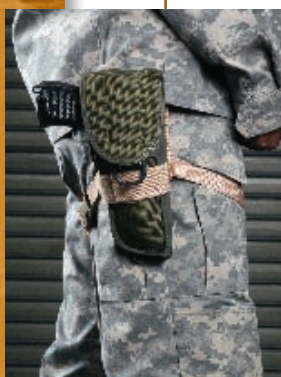
— allows Soldiers to tailor individual loads to meet mission needs with modular and flexible load-carrying equipment. It replaces the All-Purpose Lightweight Individual Carrying Equipment and Integrated Individual Fighting System.

The MOLLE consists of a modular rucksack with removable compartments and components and a fighting load vest that can accept removable pockets for rifleman, pistol, squad automatic weapon, medic and grenadier configurations. For short-duration missions there is a small patrol pack and waist pack. The modularity allows individuals to tailor the load to meet mission needs.



Army Combat Uniform

— enhances the Soldier's performance with a functional, ergonomic uniform tailored to the mission. ACU fielding to deploying units began in February 2005, and fielding to the entire Army is expected to be completed by December 2007.



Tactical Thigh Holster Extender

— to be attached to the LBE/LBV or the Battle Dress Uniform trouser belt to allow Soldiers to lower the holster to arms length while standing, as well as place the holster in a ready access position while seated.

Interceptor Body Armor

— Each new generation of body armor is designed to offer increased protection and comfort to the Soldier by stopping or slowing bullets and fragments and reducing the number and severity of wounds. IBA is the most up-to-date body armor available, and was designed to replace the Personnel Armor System Ground Troops and the Interim Small Arms Protective Overvest vests.

Enhanced Small-Arms Protective Insert Plates were first fielded to Soldiers supporting Operation Iraqi Freedom in March 2005. They will continue to be fielded until all Soldiers in theater have them.



Army Combat Helmet

— The Army Combat Helmet offers enhancements in vision, hearing, stability, compatibility, weight, and comfort. It maintains the same level of fragmentation protection as the former helmet.

Enhanced Night Vision Goggle

— enhances individual Soldier mobility and situational awareness, day or night, in all weather and battlefield-obscurant conditions.

A helmet-mounted device, ENVG incorporates image intensification and long-wave infrared sensors into a single, integrated system. ENVG improves the Soldier's situational awareness by providing the capability to rapidly detect and recognize man-sized targets while allowing the Soldier to see detail and to use rifle-mounted aiming lights.



MK VII Target Locator

— provides fire-support teams and forward observers with daylight and limited night capability to observe and accurately locate targets for voice transmission of target data to the fire-support command, control, communications, computers and intelligence system.



AN/PAS-13 Thermal Weapon Sight

— The AN/PAS-13 Thermal Weapon Sight family enables individual and crew-served weapon gunners to see deep into the battlefield, increase surveillance and target acquisition range, and penetrate obscurants, day or night. The TWS uses forward-looking infrared technology and provides a standard video output for training, image transfer or remote viewing.

Advanced Bomb Suit

— protects explosive ordnance disposal Soldiers against the effects of exploding and unexploded ordnance and improvised explosive devices. Impact protection is provided to the head and spine. Heat and flame protection is provided through the use of flame- and heat-resistant materials.



Modular Sleeping Bag System

— a bag-within-a-bag, it consists of a camouflaged, water-resistant, breathable cover, lightweight patrol and intermediate cold weather sleeping bags, and a compression sack to store and carry the system. When the patrol and intermediate bags are mated together, the combined system provides extreme cold weather protection in temperatures ranging above -30 degrees Fahrenheit.

Blast Protective Footwear System

— provides improved protection to dismounted Soldiers who encounter increased threats of larger, higher-velocity fragmentation anti-personnel mines by protecting feet, ankles, lower calves, and upper thighs.



Active Army Installations (USA)

Post information includes ZIP code or APO, followed by phone numbers for the installation operator or information line. Some installations have also provided Web site addresses.

A

ALABAMA

Anniston Army Depot
36201-4199
(256) 235-7501
(DSN) 571-1110
www.anad.army.mil

Fort Rucker
36362-5000
(334) 255-1030 (DSN 558)
www-rucker.army.mil

Redstone Arsenal
35898-5300
(256) 876-2151 (DSN 746)
www.redstone.army.mil

ALASKA

Fort Greely
APO AP 99731
(907) 873-1110 (DSN 317)
www.usarak.army.mil

Fort Richardson
99505
(907) 384-1110 (DSN 317)
www.usarak.army.mil

Fort Wainwright
99703-7300
(907) 353-1110 (DSN 317)
www.wainwright.army.mil

ARIZONA

Fort Huachuca
85613-6000
(520) 538-7111 (DSN 879)
<http://huachuca-www.army.mil>

Yuma Proving Ground
85365-9124
(928) 328-2151 (DSN 899)
www.yuma.army.mil

ARKANSAS

Pine Bluff Arsenal
71602-9500
(870) 540-3000 (DSN 966)
www.pba.army.mil

C

CALIFORNIA

Fort Irwin
92310-5000
(760) 380-4111 (DSN 470)
www.irwin.army.mil

Presidio of Monterey
93944
(831) 242-5000 (DSN 878)
<http://pom-www.army.mil>

Sierra Army Depot
96113-5000
(530) 827-2111
(DSN) 855-2111
www.sierra.army.mil

COLORADO

Fort Carson
80913-5000
(719) 526-5811 (DSN 691)
www.carson.army.mil

Rocky Mountain Arsenal
80022-2180
(303) 289-0500
www.pmrma.army.mil

D

DISTRICT OF COLUMBIA

Fort McNair
20319-5050
(703) 545-6700
(DSN) 227-0101
www.mdw.army.mil

Walter Reed Army Med. Ctr.
20307-5001
(202) 782-3501 (DSN 662)
www.wramc.amedd.army.mil

G

GEORGIA

Fort Benning
31905-5000
(706) 545-2011 (DSN 835)
www.benning.army.mil

Fort Gordon
30905-5000
(706) 791-0110 (DSN 780)
www.gordon.army.mil

Fort Gillem
(404) 469-5000
http://www.mcperson.army.mil/fort_gillem.htm

Fort McPherson
30330-5000
(404) 464-3113 (DSN 367)
(DSN) 572-1110
www.mcperson.army.mil

Fort Stewart
31314-5000
(912) 767-1411 (DSN 870)
www.stewart.army.mil

Hunter Army Airfield
31409-5000
(912) 767-1411 (DSN 870)
www.stewart.army.mil

H

HAWAII

Fort Shafter
96858-5000
(808) 449-7110
www.usarpac.army.mil

Pohakuloa Training Area
96720-0607
(808) 969-2400

Schofield Barracks
96857-6000
(808) 449-7110
www.25idl.army.mil

Tripler Army Medical Center
96859
(808) 433-6661/2

N

ILLINOIS

Rock Island Arsenal
61299-5000
(309) 782-6001 (DSN 793)
www.ria.army.mil

Fort Irwin, Calif.



K**KANSAS**

Fort Leavenworth
66027-7160
(913) 684-4021 (DSN 552)
www.leavenworth.army.mil

Fort Riley
66442-5091
(785) 239-3911
(DSN) 856-1110
www.riley.army.mil

KENTUCKY

Fort Campbell
42223-5628
(270) 798-2151
(DSN) 635-1110
www.campbell.army.mil

Fort Knox
40121-5000
(502) 624-1181
(DSN) 464-0111
www.knox.army.mil

L**LOUISIANA**

Fort Polk
71459-5060
(337) 531-2911
(DSN) 863-1110
www.jrtc-polk.army.mil

M**MARYLAND**

Aberdeen Proving Ground
21005-5001
(410) 278-5201 (DSN 298)
www.apg.army.mil

Fort Detrick
21702-5000
(301) 619-8000
(DSN) 343-1110
www.detrack.army.mil

Fort Meade
20755-5000
(301) 677-6261 (DSN 622)
www.ftmeade.army.mil

MASSACHUSETTS

Soldier Systems Center
Natick 01760
(508) 233-4001 (DSN 256)
www.ssc.army.mil

Fort Gordon,
Ga.

**N****MISSOURI**

Fort Leonard Wood
65473-5000
(573) 596-0131 (DSN 581)
www.wood.army.mil

NEW JERSEY

Fort Monmouth
07703-5101
(732) 532-9000
(DSN) 992-9110
www.monmouth.army.mil

Picatinny Arsenal
07806-5000
(973) 724-4021 (DSN 880)
www.pica.army.mil

NEW MEXICO

White Sands Missile
Range
88002-5000
(505) 678-1110 (DSN 258)
www.wsmr.army.mil

NEW YORK

Fort Drum
13602-5007
(315) 772-6011 (DSN 772)
www.drum.army.mil

Fort Hamilton
11252-7200
(718) 630-4101
(DSN) 232-4101
www.hamilton.army.mil

U.S. Military Academy
10996-1788
(845) 938-4011
www.usma.army.mil

Watervliet Arsenal
12189
(518) 266-5418 (DSN 374)
www.wva.army.mil

NORTH CAROLINA

Fort Bragg 28307-5000
(910) 396-0011 (DSN 236)
www.bragg.army.mil



Fort
Leavenworth,
Kan.



Fort Drum,
N.Y.



Fort
Huachuca,
Ariz.

O

OKLAHOMA

Fort Sill
73503-5001
(580) 422-8111
<http://sill-www.army.mil>

OREGON

Umatilla Army Depot
97838-9544
(541) 564-8632

P

PENNSYLVANIA

Carlisle Barracks
17013-5050
(717) 245-3131 (DSN 242)
<http://carlisle-www.army.mil>

Letterkenny Army Depot
17201-4150
(717) 267-8111
(DSN) 570-5110
www.letterkenny.army.mil

Tobyhanna Army Depot
18466
(570) 895-7000 (DSN 795)
www.tobyhanna.army.mil

PUERTO RICO

Fort Buchanan
00934-5026
(787) 707-3402
(DSN) 740-1110
www.buchanan.army.mil

S

SOUTH CAROLINA

Fort Jackson
29207
(803) 751-7511
(DSN) 734-7511
www.jackson.army.mil

T

TEXAS

Corpus Christi Army Depot
78419-6000
(361) 961-3627 (DSN 861)
www.ccad.army.mil

Fort Bliss
79916-0058
(915) 568-2121
(DSN) 978-2121
<https://www.bliss.army.mil>

Fort Hood
76544-5000
(254) 287-1110 (DSN 737)
www.hood.army.mil

Fort Sam Houston
78234-5000
(210) 221-1211 (DSN 471)
www.samhouston.army.mil

Red River Army Depot
75507-5000
(903) 334-2141
(DSN) 829-4110
<https://www.redriver.army.mil>

U

UTAH

Dugway Proving Ground
84022-5202
(435) 831-2151
(DSN) 789-1110
<https://www.dugway.army.mil>

Tooele Army Depot
84070-5000
(435) 833-3211 (DSN 790)
www.tead.army.mil

V

VIRGINIA

Fort A. P. Hill
22427-5000
(804) 633-8710 (DSN 578)
www.aphill.army.mil

Fort Belvoir
22060-5984
(703) 545-6700
(DSN) 227-0101
www.belvoir.army.mil

Fort Eustis
23604-5000
(757) 878-5251 (DSN 826)
www.eustis.army.mil

Fort Lee
23801-5001
(804) 765-3000 (DSN 539)
www.lee.army.mil

Fort Monroe
23651-6000
(757) 878-1212 (DSN 680)
www.monroe.army.mil

Fort Myer
22211-5050
(703) 545-6700
www.fmmc.army.mil

Fort Story
23459-5001
(757) 422-7101 (DSN 438)
www.eustis.army.mil/Fort_story

W

WASHINGTON

Fort Lewis
98433-5000
(253) 967-1110 (DSN 357)
www.lewis.army.mil



Fort Belvoir, Va.



Tripler Army Medical Center, Hawaii



Walter Reed Army Med. Ctr., Washington, D.C.

Overseas Installations

(Hawaii and Alaska are on the CONUS list.)

B

BELGIUM

80th Area Support Group,
Chievres
CMR 451
APO AE 09708
011-32-6827-5111
(DSN) 361-1110
www.80asg.army.mil

G

GERMANY

HQs., U.S. Army, Europe/7th
Army, Heidelberg
Unit 29351, Campbell Barracks
APO AE 09014
011-49-6221-57-1130
(DSN) 370-1110
www.hqusareur.army.mil

6th ASG, Stuttgart
CMR 423, Kelly Barracks
APO AE 09107
011-49-7117-29-1130
(DSN) 421-1110
www.stuttgart.army.mil

26th ASG, Heidelberg
Unit 29237
APO AE 09102
011-49-6221-57-1130
(DSN) 370-1110
www.heidelberg.army.mil

98th ASG, Würzburg
Unit 26622
APO AE 09244
011-49-931-889-113
(DSN) 314-350-1110
www.98asg.wuerzburg.army.mil

100th ASG, Grafenwöhr
Unit 21830
APO AE 09114
011-49-9641-830
(DSN) 314-475-1110

104th ASG, Hanau
Cmr 470
APO AE 09165
011-49-618188-113
(DSN) 314-322-1110

Grafenwöhr,
Germany



I

ITALY

22nd ASG, Vicenza
Unit 31401, Box 10
APO AE 09630
011-39-0444-71-7111
(DSN) 314-634-7111
www.22asg.vicenza.army.mil

J

JAPAN

10th ASG, Okinawa
Unit 35115
APO AP 96376-5115
011-81-611744-5414
(DSN) 315-644-4678
www.usarj.army.mil/
organization/10asg

HQs., U.S. Army, Japan
17th ASG, Camp Zama
Unit 45005
APO AP 96343-0054
011-81-46251-1520
(DSN) 315-260-1110

Camp
Red Cloud,
Korea



K

KOREA

For telephone information
for military installations in
South Korea, call
011-822-7913-1110
(DSN) 315-723-1110

HQs., U.S. Forces, Korea/
34th Support Group,
Yongsan
Unit 15333
APO AP 96205

20th SG, Camp Henry,
Taegu
Unit 15494
APO AP 96218

23rd SG, Camp
Humphreys, Pyongtaek
Unit 15228
APO AP 96271

501st SG, Uijongbu
Unit 15303
APO AP 96258-0076

Camp Casey
Unit 15543
APO AP 96224-0308

Camp Garry Owen
APO AP 96251-0386

Camp Hovey
APO AP 96224-0319

Camp Red Cloud
Unit 15303
APO AP 96258

Camp Stanley
APO AP 96257-0623



Würzburg, Germany

Army National Guard Installations

State-owned/State-operated and
Federally owned/State-operated facilities:

National Guard Bureau
National Guard Readiness Center
Arlington, VA 22202-3259
(703) 607-2611 (DSN 327)
www.arng.army.mil

A

ALABAMA

Fort McClellan
36205
(256) 848-3847
www.mcclellan.army.mil

ALASKA

Camp Carroll
Anchorage 98731
(907) 384-6061

ARIZONA

Camp Navajo
Bellemont 86002
(520) 773-3205 (DSN 853)
www.camp-navajo.org

ARKANSAS

Camp Robinson
North Little Rock 72199
(501) 212-5100 (DSN 962)

C

CALIFORNIA

Joint Forces Training Base
Los Alamitos 90720-5146
(562) 795-2090 (DSN 972)

Camp Roberts
93451-5000
(805) 238-3100
(DSN) 949-8000

Camp San Luis Obispo
San Luis Obispo 93401
(805) 594-6200 (DSN 630)

Los Alamitos Army Airfield
Los Alamitos 90720-5146
(562) 795-2000 (DSN 972)

CONNECTICUT

Camp Hartell
Windsor Locks 06096
(860) 524-4830

Camp Rowland
Niantic 06357
(860) 691-6002

D

DELAWARE

Bethany Beach
Training Site 19930
(302) 854-7900
(DSN 440)

F

FLORIDA

Camp Blanding
Starke 32091
(904) 682-3358
(DSN 960)

St. Francis Barracks
St. Augustine 32084
(904) 823-0364

I

ILLINOIS

Camp Lincoln (PAO)
Springfield 62702
(217) 761-3569
(DSN 555)

INDIANA

Headquarters, Camp
Atterbury
46124-5000
(812) 526-1499
www.campatterbury.org

IOWA

Camp Dodge
Johnston 50131
(515) 252-4576
(DSN 946)

L

LOUISIANA

Jackson Barracks
New Orleans
70146-0330

Camp Beauregard
Pineville 71360
(800) 237-1167

Camp Villere
Slidell 70460
(800) 486-3375

Camp Cook
Pineville 71360
(318) 640-2850

M

MAINE

For all Maine camps,
<http://www.me.ngb.army.mil/>

Auburn Range
Auburn 04210

Camp Keyes
Augusta 04330

Caswell Range
Caribou 04736

Hollis Plaines
Buxton 04042

MARYLAND

MD National Guard Joint
Forces HQ
5th Regiment Armory
Baltimore 21201
(410) 576-6000

Camp Fretterd Military
Reservation
Reisterstown 21136
(410) 517-3758

MASSACHUSETTS

Camp Curtis Guild
Reading 01867
(781) 944-0500

Camp Edwards
Bourne 01725
(508) 968-5884

MICHIGAN

Camp Grayling
Grayling 49739-0001
(989) 344-6100

Fort Custer
Training Center
Augusta 49012

MINNESOTA

Camp Ripley
Little Falls 56345
(320) 632-7761

MISSISSIPPI

Camp Shelby
Hattiesburg 39401
(601) 558-2000
(DSN 921)

MISSOURI

Camp Clark
Navada 64772
(417) 667-2357

Fort Crowder
Neosho 64850
(417) 451-5444

MONTANA

Fort William H. Harrison
Helena 59604
(406) 324-3009

Clarks Hill
Training Site,
S.C.

Camp Mabry,
Texas



Camp
Robinson,
Ark.

Fort McCoy,
Wis.



Fort Dix,
N.J.

Army Reserve Installations

**U.S. Army Reserve units
can be found online at
www.army.mil/usar**

N

NEBRASKA

Camp Ashland
Ashland 68003
(402) 944-2479

NEVADA

National Guard Recruiting
Area
Reno 89502
(775) 826-8632

Regional Training Institute
Reno 89506-1276
(775) 677-5228

NEW JERSEY

N.J. National Guard
Trng. Ctr.
Sea Girt 08750
(732) 974-5950

NEW MEXICO

New Mexico
National Guard
[https://www.nm.ngb.
army.mil/](https://www.nm.ngb.army.mil/)

Deming Range
Deming 88030
505-474-2640

Tucumcari Training Site
Tucumcari 88401
505-474-2620

Carlsbad Training Site
Carlsbad 88220
505-474-2686

Roswell Local Trng. Area
Roswell 88201
505-474-2570

NEW YORK

Camp Smith
Peekskill 10567
[www.dmna.state.ny.us/
map/cp-smith.html](http://www.dmna.state.ny.us/map/cp-smith.html)

NORTH CAROLINA

Camp Butner
Butner 27509
(919) 620-5400

NORTH DAKOTA

Camp G.C. Grafton
Devils Lake 58301
(701) 662-0200

O

OHIO

Camp Perry
Port Clinton 43452
(614) 336-6203 (DSN
346)

OREGON

Camp Adair
Corvallis 97330
(503) 244-7502

Camp Rilea
Astoria 97103
(503) 861-4000

Camp Withycombe
Clackamas 97015
(503) 557-5316

P

PENNSYLVANIA

Fort Indiantown Gap
Annville 17003-5002

S

SOUTH CAROLINA

Clarks Hill Trng. Site
McCormick 29835
(803) 806-1957

SOUTH DAKOTA

Camp Rapid
Rapid City 57702-8186
(605) 737-6200

T

TENNESSEE

Catoosa Trng. Ctr.
Tunnell Hill, GA 30755
(706) 935-4897

TEXAS

Camp Mabry
Austin 78703
(512) 465-5001

Camp Maxey
Paris 75460
(903) 732-3792

Camp Swift
Bastrop 78602
(512) 321-2497

D

UTAH

Camp W.G. Williams
Riverton 84065-4999
(801) 253-5412

V

VERMONT

For all Vermont camps,
call (800) 432-9328

Camp Johnson
Burlington 05404

Camp Ethan Allen
Jerico 05465

VIRGINIA

State Mil. Res.
Virginia Beach 23451
(757) 491-5140

Fort Pickett
Blackstone 23824
(434) 292-8621

W

WEST VIRGINIA

Camp Dawson
Kingwood 26537

WYOMING

Camp Guernsey
Guernsey 82214
(307) 836-7786

C

CALIFORNIA

Fort Hunter Liggett
Jolon 93928-5000
(831) 386-2505 (DSN 686)

Camp Parks
Dublin 94568
(925) 875-4600
[www.usarc.army.mil/
parksrfta](http://www.usarc.army.mil/parksrfta)

M

MASSACHUSETTS

Devens RFTA
Ayer 01433-5030
(888) 871-5638
www.devens.army.mil

N

NEW JERSEY

Fort Dix
08640-5075
(609) 562-1011
www.dix.army.mil

W

WISCONSIN

Fort McCoy
54656-5263
(608) 388-2222
www.mccoy.army.mil

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**I live the Army values of loyalty, duty,
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Creed of the Noncommissioned Officer

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I am proud of the corps of noncommissioned officers and will at all times conduct myself so as to bring credit upon the corps, the military service and my country, regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit or personal safety.

Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind — accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget, that we are professionals, noncommissioned officers, leaders!



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